
Washington State

Workforce Investment
Act Title I-B

Annual Report

Submitted by

*Workforce Training and Education Coordinating Board,
Washington State Employment Security Department
and Washington's Workforce Development Councils*

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Section I – Workforce Investment Act (WIA) in Washington State

Introduction

In Program Year 2012 (July 1, 2012 to June 30, 2013), 305,220 Washington residents received employment assistance at one of the 65 WorkSource Centers and affiliate sites located across the state. They came with a range of backgrounds and experiences: low-income youth and adults struggling to support themselves, workers displaced by a changing economy and veterans returning home from war. Many of them lost their jobs because of the longest economic decline since the Great Depression. Most needed help connecting to unemployment insurance benefits and determining next career steps. Others needed more intensive services to overcome barriers to meaningful employment. One of the primary funding sources for these more intensive services is the federal Workforce Investment Act (WIA) Title I-B program, which has funded activities in Washington since July 1, 2000. This report provides an in-depth look at the impact those funds had in Washington in PY 2012.

What is the Workforce Investment Act?

The Workforce Investment Act of 1998 establishes the structure and relationship between national, state and local workforce investment activities. The purpose of WIA Title I-B is “to provide workforce investment activities, through statewide and local workforce investment systems, that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation.”

In PY 2012, the U.S. Department of Labor allocated \$55,413,700 in WIA Title I-B funds to Washington for employment and training services designed to benefit employers, dislocated workers, disadvantaged adults, and low income youth.

Overview of Washington’s Workforce Development System

Put simply, Washington’s workforce development system is an integrated network of services, programs and investments with a shared goal of improving the skills of the state workforce. This network strives to create the workforce needed by business and industry. It further helps potential job candidates, particularly low-income youth and adults and displaced workers, overcome obstacles to successful employment. These services are coordinated through WorkSource, the state’s one-stop delivery system. Primary funding for WorkSource Center operations and many of the WorkSource core and intensive services are provided by the Workforce Investment Act Title 1-B and Wagner-Peyser Act.

At WorkSource centers, individuals can open a claim for unemployment insurance, find job

openings, receive other job search assistance, and attend workshops that can improve employability. Qualified individuals can find assistance with specific training in high demand occupations and employers can get help with workforce needs including job listing, recruitment, screening and training for employees. Other services linked through these centers include: veteran services, WorkFirst, Trade Adjustment Assistance, access to training programs, vocational rehabilitation services, and migrant and seasonal farm worker assistance, among others.

State and Local Roles

Employment Security serves as the State Workforce Agency. In this role, ESD's core responsibility is to serve as the state's WIA Title I-B grant recipient. This role also includes stewardship of the funds, oversight and monitoring activities, issuing statewide policy, management of grants and contracts, and allocation of the WIA Title I-B funds to local Workforce Development Councils, which serve as Local Workforce Investment Boards, for the provision of services within an integrated service delivery system.

The core operational role of the Employment Security Department (ESD) within the WorkSource system is to fill employer job openings with qualified job seekers and to mitigate the adverse impact of unemployment.

The Workforce Training and Education Coordinating Board (Workforce Board) serves as the state's Workforce Investment Board and manages the performance accountability for WIA. The core business of the Workforce Board is to coordinate policy and planning for the overall Washington workforce development system, to evaluate results, and to facilitate demonstration projects testing innovations and ideas.

Workforce Development Councils are the local conveners and managers of WorkSource through which WIA programs are accessed. They are the strategic visionaries for local implementation of WIA funds. There are 12 Workforce Development Councils (WDCs) in Washington. Workforce Development Councils are private industry led and locally focused. Members of the councils are appointed by Chief Local Elected Officials (CLEOs) and the councils are certified by the Governor. The CLEOs are the local area WIA Title I-B grant recipients. The CLEOs direct WDCs to administer the funds and oversee the area's WorkSource centers to most effectively respond to the local economy and needs of local citizens. Workforce Development Councils convene regional partners and stakeholders to assess skill gaps, identify emerging and future employment possibilities and to collaborate with economic development and other partners to develop the region's workforce development plan. WDCs are the system's portal into the business community and are responsible for facilitating multiple interagency projects and programs.

WIA Title I-B Youth Program

Participation: 4,249 young people were served by the WIA Youth Program between July 1, 2012 and June 30, 2013.

Who is served: Youth must be 14 through 21 years old, low income, and meet other criteria described under WIA such as a need for additional assistance to complete an educational program or to secure and hold employment. To be low income, one must be a welfare or food stamp recipient, homeless, a foster child, or have a family income below 70 percent of the lower living standard income level—\$10,708 per individual, or \$29,759 for a family of four.

Program Description: The program prepares low-income youth ages 14 through 21 for success in school and the world of work. Eligible youth may receive counseling, tutoring, job training, mentoring, or work experience. Other service options include summer employment, study skills training, or instruction in obtaining a GED or equivalent.

WIA Title I-B Adult Program

Participation: 5,116 participants were served by the WIA Adult Program between July 1, 2012 and June 30, 2013.

Who is served: Specific eligibility guidelines are described under WIA. Core services are available to all adults with no eligibility requirements. Intensive training services are authorized for unemployed individuals unable to find jobs through core services alone. In some cases, these services are available to employed workers who need more help to reach self-sufficiency.

Program Description: The program prepares individuals 18 years and older for participation in the labor force by providing core services and access to job training and other services. Services are coordinated through the state's one-stop career center system, WorkSource. Core services include skill assessment, labor market information, consumer reports on training programs, and job search and placement assistance. Second and third tier "intensive" services are available for eligible adults unable to obtain jobs through core services. This sequence of services is individualized and may include more intensive assessments, individual counseling, employment planning, and prevocational and vocational training. Priority is given to veterans, welfare and low-income, WIA-eligible clients.

WIA Title I-B Dislocated Worker Program

Participation: 6,140 participants were served by the WIA Dislocated Worker Program between July 1, 2012 and June 30, 2013.

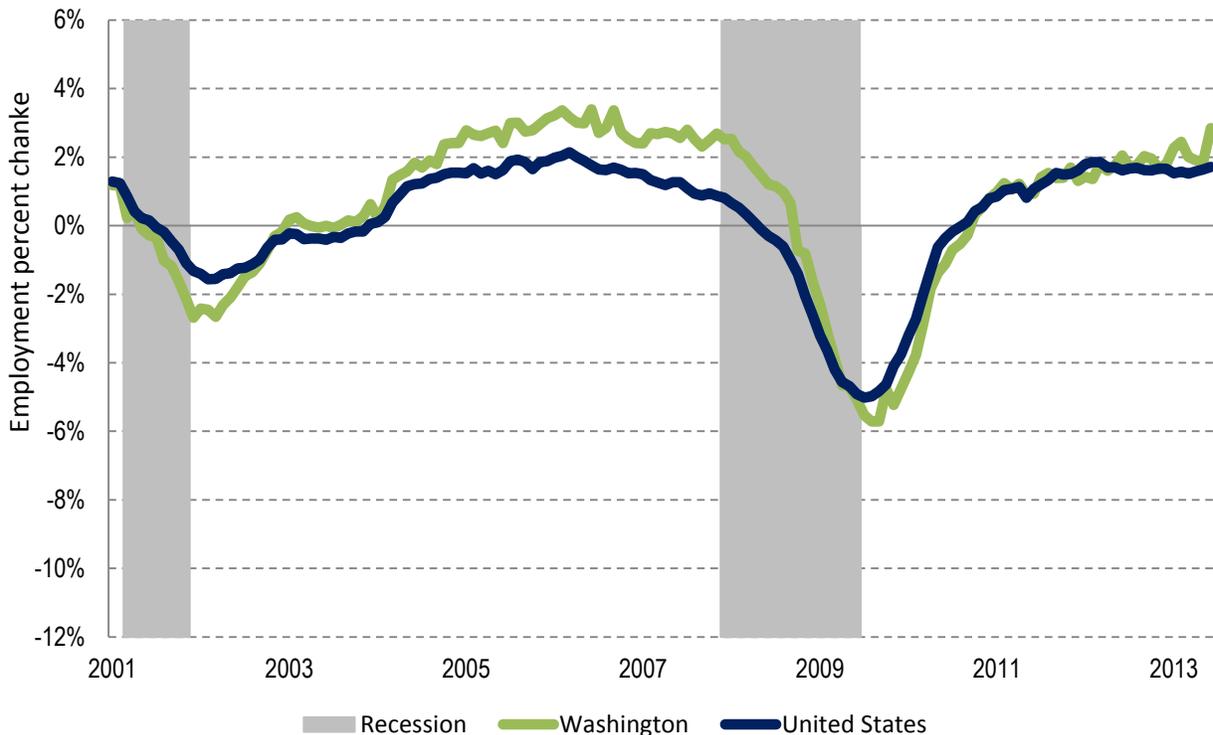
Who is served: Specific eligibility guidelines are described under WIA. Dislocated workers are people who lost jobs due to plant closures, company downsizing, or some other significant change in market conditions. In most cases, eligible workers are unlikely to return to their occupations because those jobs are no longer economically viable, and they must be eligible for (or have exhausted) unemployment compensation. Other conditions can lead to eligibility for services, such as being self-employed but not working as a result of general economic conditions, being a displaced homemaker.

Program Description: The program tailors employment and training services to meet dislocated workers’ needs; establishes early intervention for workers and firms facing substantial layoffs; and fosters labor, management, and community partnerships with government to address worker dislocation. Dislocated workers are also eligible for “core services” including skill assessment, labor market information, training program consumer reports, and job search and placement assistance. Second and third tier services are available for eligible dislocated workers unable to get jobs through core services. Services are individualized and may include more intensive assessments, counseling, and pre-vocational and vocational training.

Washington’s Labor Market is Recovering

June 2013 marked the fourth year of technical recovery of the national economy from the economic recession that ended in June 2009. Often referred to as the “Great Recession,” it was much deeper than other post World War II recessions as evidenced by the magnitude of jobs lost in both the U.S. and Washington labor markets. To date, the recovery has been slow and modest; much like the recovery from the 2001 recession. Job growth has been moderate but steady, and the state has now recovered nearly 84 percent of the jobs it lost during the recession.

Figure 1. **Percentage change in employment, total nonfarm, seasonally adjusted**
 United States and Washington, 2001-2013, year-over-year
 Source: Employment Security Department/LMEA; U.S. Bureau of Labor Statistics



Slow employment growth has gradually whittled down the unemployment rate. The downward trend is promising, and the extent to which it falls in the future will be tightly linked to job creation and the pace of new entrants into the labor force. Hiring by the private sector over the past several years has been cautious and measured, but has been improving of late. Public sector or government hiring at the state level has been hampered by reduced revenue flows partly due to a slowly rebounding state economy and to federal budget sequestration cuts that have reduced pass-through funds to states.

The outlook continues to improve for job growth and state revenue growth. Recent evidence of economic activity points toward an economy that is picking up speed. Although it still lies within the realm of “slow going”, the movement is headed forth in the right direction.

Figure 2. **Historical unemployment rates, seasonally adjusted**

United States and Washington, 2000-2013

Source: Employment Security Department/LMEA; U.S. Bureau of Labor Statistics



Section Two – What is working well

High Skills, High Wages: Washington’s Strategic Plan for Workforce Development

High Skills, High Wages is Washington’s Workforce Development Strategic Plan . The Workforce Board, which serves as the State Workforce Investment Board for purposes of WIA, is directed by the state legislature to update *High Skills, High Wages* every four years. On September 27, 2012, the Workforce Board formally adopted the goals, objectives and strategies in *High Skills, High Wages 2012*. The goals, objectives, and strategies in *High Skills, High Wages 2012* can be accessed at: <http://www.wtb.wa.gov/highskills2012.asp>.

The plan begins with a short preamble:

Preamble

Welcome to *High Skills, High Wages 2012-22*, Washington’s strategic plan for workforce development. This blueprint for workforce development offers strategies aimed at helping more Washington residents move ahead into high-skill, high-wage jobs, while also helping employers find the skilled workers they depend on. This is not a simple endeavor. In fact, it’s proven harder in recent years as more jobs call for higher levels of education and skills across a wide range of industries. Moreover, we have not made sufficient gains in improving high school graduation rates, especially among disadvantaged students. The divide between those able to obtain living-wage jobs and those living on the margins has widened. At the same time, Washington businesses have struggled to find workers with the skills needed to fill key openings, hampering their ability to be competitive in an increasingly global economy.

This edition of *High Skills, High Wages* takes a new look at chronic challenges, approaching common issues with a fresh eye. Our commitment remains to all Washington residents, even the most disadvantaged. But this plan addresses challenges and defines solutions in a broader, more cohesive way.

Instead of addressing individual populations, defining their needs, and outlining solutions; this plan looks at the workforce system as a whole, then pulls apart key pieces to focus on in the coming years. We call this a multiple pathways approach. By viewing the workforce system as a series of interconnected pathways, with multiple options for workers and students to advance, we are able to outline strategies to strengthen these pathways so more Washington residents move ahead in their education, work experience, job skills, and lives.

The changes in our economy to being more knowledge based, technology-dependent and global, requires current workers to be able gain new skills and education throughout their careers and young people to better understand how their classroom learning relates to work. For youth particularly, education and work need to be more fully integrated so they can more quickly find their place in the economy and not get stuck and passed by future generations.

This plan envisions employers as a central component of our workforce system. To ensure the system is strongly aligned with their needs, employers need to be active participants in the system's design, delivery, and evaluation of training programs. Running through this plan is the theme of employers as both customers and co-investors in the workforce system.

While our system has made headway over the past 20 years, many Washington residents continue to be left behind. To meet the challenges of the next 10 years, we need the concerted resources of all workforce system partners. The purpose of this plan is to provide direction on how we can do what we do well, more broadly, for the benefit of all.

2012-2016 State Integrated Workforce Plan

The Workforce Board and ESD jointly developed the State Integrated Workforce Plan for WIA Title I-B and the Wagner-Peyser Act. The five-year plan covers the period from July 1, 2012, to June 30, 2016 and can be viewed in its entirety at <http://www.wtb.wa.gov/Documents/2012-16WashingtonIntegratedPlan.pdf>.

Workforce Board and ESD staff developed this plan using DOL's plan format (Training and Employment Guidance Letter No. 21-11 and OMB #1205-0398).

Section I of the plan describes the goals, objectives, and strategies in *High Skills, High Wages 2008-2018* and provides web links to the economic, demographic and performance accountability chapters in *High Skills, High Wages 2008-2018*. Section II provides, in detail, a description of the state's WIA operating systems and policies supporting *High Skills, High Wages* strategies. It describes services to targeted populations, covers Wagner-Peyser agricultural outreach, and includes requests for three waiver extensions. Section III is an Assurances check list referencing program policy documentation via electronic links. The Assurances check list was signed by the Governor on August 23, 2012 and the plan was approved by the U.S. Department of Labor Assistant Secretary in December 2012.

2013-2017 Local Integrated Workforce Plans

Executive Order 99-02 directs Washington's Workforce Development Councils (WDCs), in partnership with Chief Local Elected Officials (CLEOs), to develop local integrated workforce plans. The integrated plan includes a strategic plan for the area's workforce development system and a Workforce Investment Act (WIA) operations plan. Local integrated workforce plans must be consistent with the state's strategic plan for workforce development (Executive Order 99-02 Part 7.B) and the State Integrated Workforce Plan.

On November 15, 2012, the Workforce Board, in coordination with ESD, adopted guidelines for use by WDCs to develop new local plans: http://www.wtb.wa.gov/Documents/2013-2017LIWPGuidelines_02-01-12.pdf

WDCs were directed to write plans containing five distinct sections:

Section I –The strategic plan for the area’s workforce development system with goals, objectives, and strategies informed by assessments of the local economy, its current and future workforce, and the dynamics of the area’s workforce development system. Section I also covers performance accountability guidelines.

Section II – Local area profile including a list of WIA service providers.

Section III – WIA Title I-B operational plan that meets WIA Sec. 118 criteria and ESD instructions.

Section IV – WIA assurances checklist.

Section V – Certification signature form followed by three appendices covering WIA performance targets, State Core Measure results, and public review process.

Between November 2012 and March 2013, all 12 WDCs worked with their CLEOs and community partners to develop a 2013-2017 Local Integrated Workforce Plan. WDCs distributed their draft plans for public comment and then submitted their plans, in draft, to the Workforce Board and ESD on April 8, 2013. Workforce Board staff reviewed the draft plans for consistency with *High Skills, High Wages 2012*. ESD and Workforce Board staff reviewed the draft plans for compliance with WIA federal and state guidelines. State staff issued comments back to the WDCs with suggested edits to strengthen the plans. The WDCs made edits based on those comments and submitted final plans on May 27, 2013. These plans:

- Articulate a vision for the local area’s workforce development system.
- Make use of a planning process that assured opportunities for business, labor, CLEOs, program operators, WorkSource partner agencies, and others to communicate their needs, offer their perspectives and expertise, and participate in the process
- Include background chapters that: 1) assess the local area economy, its future course, and the market-driven skills it will demand; 2) analyze local area economic development strategies and how workforce development strategies are linked to economic development strategies; 3) assess the current and future workforce in the local area (demographic characteristics, educational and literacy levels, and planning implications); 4) describe the workforce development system in the local area; and 5) provide information on performance accountability
- Present goals, objectives, and strategies for the workforce development system
- Describe planned WIA Youth, Adult, and Dislocated Worker activities, including how those activities align with multiple pathway strategies and how outreach and integrated service delivery is pursued with workforce system partners

- Describe WIA rapid response strategies, including coordination of state and local resources and activities
- Describe strategies to connect employers to WorkSource and align those efforts with multiple pathway strategies designed to benefit employers
- Describe how Unemployment Insurance claimants, older workers, individuals with disabilities and, migrant seasonal farm workers are served
- Describe plans for American Job Center branding.

The 12 final plans are posted at: <http://www.wtb.wa.gov/WDCStrategicPlans.asp>

The Workforce Board adopted the 12 plans on June 27, 2013 and Governor Jay Inslee approved the 12 plans on August 30, 2013.

State Highlights

Retooling Washington's Workforce – Next Steps

In the fall of 2010 through June 2013, the Workforce Board and its partners engaged in an initiative designed to identify opportunities and ideas that could be quickly implemented. Specifically, the Retooling Initiative set out to enhance the ability of Washington's workforce system to:

- 1) Find and assist those employers who are hiring (or would hire) if they could find the right people.
- 2) Deliver a quality pool of workers capable of meeting employers' needs,
- 3) To the greatest extent possible, draw from the ranks of the unemployed, particularly long-term unemployed, when filling these new job openings.

Three Retooling workgroups were formed:

1. Coordinated Outreach to Unemployment Insurance Exhaustees;
2. On-the-Job and Other Direct Connect Training; and
3. Coordinated Business Outreach and Improved Job Referrals and Skills Matching.

At the March 14, 2013 meeting, the Workforce Board discussed next steps for the Retooling effort. Following direction setting and initiation, Retooling moved to implementation with the State Board for Community and Technical Colleges asked to lead the On-the-Job and Other Direct Connect Training workgroup and ESD asked lead the other two workgroups. The Workforce Board continues in its oversight role and participates in all three workgroups.

ASSET bill

At the request of Governor Jay Inslee, the state Legislature considered a proposal that would increase work-integrated learning opportunities, including youth internships, on a statewide basis. The Alliance for Student Success in Education and Training (ASSET) Program would create a web-based matching system for sharing technical expertise, best practices and work-integrated learning opportunities. The program, which would be administered by the Workforce Board, partners with statewide business and labor organizations and local WDCs for recruiting, promoting and organizing participation. The Senate passed the bill (SB 5754) as did the House Labor Committee. However, the bill did not get approved or funded by the House fiscal committee.

CareerBridge.wa.gov and the Eligible Training Provider List

The Workforce Board manages the state's Eligible Training Provider (ETP) List and annually reviews the minimum performance standards used to evaluate each training program and determine eligibility from one year to the next. Current minimum standards set by the Workforce Board on March 14, 2013 were as follows:

- Completion rate—20 percent.
- Employment—50 percent.
- Earnings—\$3,783 per calendar quarter, or \$10.30 per hour.

ETP-eligible programs are listed on the Workforce Board's Career Bridge website (careerbridge.wa.gov). This website provides detailed information on more than 5,000 Washington education and training programs, including apprenticeships. This includes both ETP-eligible and non-ETP eligible programs. Career Bridge was upgraded in May 2012 to allow easier access to state labor market data and career exploration tools. The improved site also now allows users to sign in and register and save their searches to a personal dashboard.

Career Bridge clearly displays the employment and earnings outcomes of graduates of each training program, where data is available. It also displays the industries where program graduates found jobs and provides a demographic snapshot of program participants—including age, gender, ethnicity, and education level. These statewide educational “consumer reports” are one reason the site won a National Innovation Award from the Council of State Governments in 2010.

Career Bridge also provides occupation-specific wage and demand information directly from the state's labor market information website so users can view whether an occupation is growing and how much it pays before seeking training that meets their needs.

Career Bridge averages 15,000 monthly visits. Over the course of the program year, the website had over 193,000 unique visitors and almost 3 million page views.

Federal WIA Waivers

Washington was granted approval for three WIA waivers for PY 2012:

1. The 17 WIA mandated program performance measures are modified and reported using the federal common measures. This allows the state to continue to benefit from the reduced state and local administrative burden from previously having to report on two sets of federal measures, and frees up limited WIA 5% administrative funds for higher and better purposes. This also allows the state to continue to benefit from the clarity incumbent in having to report to one set of federal measures instead of two.
2. The competitive procurement requirement has been amended to allow use of seven of the ten youth program elements, allowing local workforce development councils to designate their One-Stop operators or youth service providers to perform the supportive services, follow-up services, and work experience elements rather than procuring and contracting these functions out to other entities. This streamlines the program procurement procedures for service providers and allows greater flexibility in the design of local youth programs. Youth benefit from a streamlined array of services that are better coordinated. With greater continuity and consistency, youth will receive complementary services enabling them to better address barriers and work toward fulfilling their education and training plans.
3. The prohibition against youth access to individual training accounts has been modified to allow older and out-of-school youth participants access to an account. As a result an additional avenue for accessing training services is offered to those who qualify. This waiver provides the participant with the same parameters (time frames, cost, research requirements, and selection of Eligible Training Providers) as the adult and dislocated worker programs. It results in a consistent approach with training providers and reduces administrative burdens on service providers by not having to procure for those training services that are already have defined costs.

Statewide Policy Alignment

Over the past year, ESD implemented its plan to streamline and consolidate policies into a simplified suite of WorkSource policy documents and WorkSource Information Notices (WINs). This plan established the WorkSource Publication System, a proactive system to develop policies that direct the WorkSource system and WINs. The development of the WorkSource Publication System, including the creation of the WIN, has allowed ESD to more efficiently respond to issues as they arise, while maintaining a vetting process for systemic policy issues or strategies. There are currently forty active WINs, in addition to policies, demonstrating ESD's ability to efficiently respond to the needs of the system.

As part of continuing efforts to further integrate the state's WorkSource system through policy alignment, ESD developed a prioritized plan to develop and update WorkSource System policies based on analysis conducted in coordination with the Policy Advisory Committee (PAC), which is comprised of four WDC Directors, one ESD Regional Director,

the Executive Director of the Washington Workforce Association, and ESD staff. Oversight, program integration, and coordinated service delivery are common themes throughout the PAC's efforts and the policies and guidance developed over the course of PY 2012 reflect the system's intent to continue moving toward a common customer approach and continued program integration:

WorkSource System Policies (<http://www.wa.gov/esd/1stop/policies/systems.htm>)

Policy 1003, Revision 1 – Data Element Validation (May 31, 2013): To increase efficiencies and ensure that Data Element Validation (DEV) requirements are met at the time of participant enrollment, the State directed utilization of DEV documentation requirements in TEGL 28-11 and the TAA Data Validation Handbook as a foundation for WIA program eligibility documentation for WIA eligibility components included under DEV. Specific guidance was provided in Attachment A of WorkSource System Policy 1019.

Policy 1013, Revision 1 - WorkSource Memorandum of Understanding (October 5, 2012): To establish a framework and minimum standards for Memoranda of Understanding (MOU) that align with federal regulations and establish consistent and cooperative operations, the State directed workforce development councils (WDCs) to develop and enter into either single or multiple MOUs between themselves and WorkSource partners pertaining to the operation of WorkSource centers and affiliate sites in their workforce development areas (WDA). AT the minimum, MOUs must incorporate the following: (1) responsibility of each partner for customer service delivery; (2) customer flow through WorkSource centers and affiliated sites; (3) integrated service functions (front-end services, skills development services, employer/business services); and (4) customer referrals (intake, enrollment and assessment processes; partners delivering these services; and seamless client flow between programs). The role of partners not specifically engaged in any of the above functions must also be clearly defined in the MOUs. MOUs must outline how the costs of services and operating costs of the system will be funded. MOUs must identify their duration (no more than five years) and procedures for amendment (including the timeframes for these changes). Partners that suggest a significant modification to any element in MOUs must bring their recommendations forward in a participatory manner in coordination with WDCs. The one-stop operator agreement, initial customer complaint procedure, and local dispute resolution procedure must be attached or incorporated into MOUs. Though disputes should, wherever possible, be resolved at the local level, WDCs must have dispute resolution procedures in place (including documentation) that cover steps to be taken to resolve disputes, including those regarding specific provisions of language within MOUs or amendments to MOUs. The Monitoring Unit will verify that WDCs have properly executed MOUs and ensure that MOUs meet state and federal requirements and are available to the public.

Policy 1014, Revision 1 – Coordinated Business Services (January 11, 2013): To ensure that the WorkSource system connects employers to WorkSource resources that strengthen and grow their businesses, help create jobs, and meet their hiring needs, the State assigned WDCs responsibility for developing and overseeing locally coordinated and cost-effective business services strategies aligned with state strategies and their local WIA

plans and identify and leverage business service resources, including partner resources, to coordinate delivery of services. At a minimum, WIA requires the following business services to be provided in each WDA: developing employer linkages with workforce investment activities, promoting employer participation in the workforce system and ensuring the effective provision of connecting, brokering and coaching activities to assist in meeting hiring needs, coordinating Labor Exchange services in alignment with the local plan, and providing Rapid Response services and information regarding business restructuring or closure.

Policy 1018 – Political Activity Restrictions and Disclosure Requirements (October 5, 2012): To prevent disallowed costs and maintain the public trust, the State directed that state and local organizations that receive federal or state funds, including staff and partners for these organizations, are prohibited from using federal grant or contract funds for political activities and from receiving reimbursements from federal contracts or grants for the cost of such activities. Entities that do not receive federal funds, including but not limited to WorkSource partners, are also prohibited from participating in political activities when these activities take place under the auspices of the WorkSource system or within its centers or affiliate sites. As part of their oversight responsibility, WDCs must ensure that there is an expectation that all entities operating or providing services within the local WorkSource system comply with this policy. Certification statements are required in all grant and contract general conditions to ensure compliance with these requirements and a Disclosure of Lobbying Activities form must be filed for political activities allowable within the specific funding source that have been, or will be, paid for with funds other than state or federal funds. This requirement applies to WDCs and sub-recipients, and WDCs must submit the disclosure form to ESD on behalf of any disclosures within their WDA.

Policy 1019 - Eligibility Guidelines and Documentation Requirements (May 31, 2013): To update and consolidate WIA and Wagner-Peyser eligibility guidelines and documentation requirements in one place, the State developed and issued an Eligibility Policy Handbook for Wagner-Peyser and Title I-B Adult, Dislocated Worker, and Youth programs. The policy also cites Data Element Validation (DEV) and documentation requirements in WorkSource System Policy 1003. It further sets forth the state policy on using self-attestation as a minimum documentation requirement for enrollment where permissible under federal guidelines and offers a sample self-attestation form for use. The policy goes on to lay out local responsibilities on workforce development councils (WDCs) both generally and for each of the three WIA programs.

WorkSource System Guidance

http://www.wa.gov/esd/1stop/policies/state_guidance.htm

WIN 0023 - Management of Medical and Disability-Related Information (July 19, 2012): To address federal requirements for management of medical and disability related information as it relates to WorkSource customers, the State issued guidelines for accessing, securing, storing, and maintaining such information collected in electronic databases and paper registration and assessment forms, case management files, case notes, and other documents. Guidance was also provided on how to communicate the effect of the impairment without citing the specific diagnosis.

WIN 0025 - American Job Center Network (September 14, 2012): To integrate the American Job Center (AJC) identity into the state's one-stop system, the State directed that the WorkSource brand be retained, but that ESD add the tagline, "A partner of the American Job Center network" below the WorkSource logo on all printed materials (including UI materials), resource room desktops, and the WorkSource web site, and in ESD news releases. As funding allows, stickers will be placed on/near WorkSource center doors identifying them as members of the AJC network.

WIN 0029 - SKIES Services Data Integrity (December 10, 2012): To standardize the timeliness of Services, Knowledge, Information and Exchange System (SKIES) entries and mitigate adverse impacts on reporting accuracy, the State directed that services entered under Seeker Services must be entered within seven calendar days of service delivery and that the service date must reflect the date of service; that services entered under the Services Plan may be entered within two weeks of the actual start of services; and that local SKIES administrators have the authority to add/edit services within one month of service delivery to correct for errors.

WIN 0041 – Address Confidentiality Program (May 31, 2013): To ensure that victims of domestic violence, sexual assault, human trafficking, and stalking are able to access WorkSource services without having to place their addresses in the public realm, the State directed WorkSource system staff to accept substitute addresses for Address Confidentiality Program (ACP) participants for entry into the Services, Knowledge, Information and Exchange System (SKIES) rather than actual home or work addresses and not require disclosure of actual home or work information. There is also guidance on the role of WorkSource in providing assistance to victims of human trafficking, which can be found in Attachment A under WorkSource System Policy 1019 (Eligibility Guidelines and Documentation Requirements).

Governor's Discretionary Initiatives

Aerospace

On May 31, 2011 Governor Gregoire directed \$3 million in discretionary WIA funds to support aerospace training. In response to the directive, ESD worked with the State Board for Community and Technical Colleges (SBCTC) and local WDCs to execute an Interagency Agreement and contracts to distribute funding.

Through the end of the project on April 30, 2013, there were 539 completions and 256 placements. Total participants entering employment will not be available until two quarters after they have exited WIA. Enrollments exceeded targeted outcomes. The following represents a summary of project activities to date:

Description	Funds Allocated	Goal	Total
Pay Tuition for Existing Training Programs	\$1.6 million	378 students	539 students enrolled, 142% of goal
Develop New Training and Capacity	\$1.4 million	120 to 180 students	211 students enrolled, 117% of goal; 29 new classes established serving nearly 900 students

In December 2012, the Governor released an additional \$380,000 of WIA Governor's 10% discretionary funding for aerospace training. Of that amount, \$200,000 went to the Washington Aerospace Scholars program and \$180,000 to provide additional aerospace-related Individual Training Accounts through WDCs.

Veterans and Youth OJT

In January 2012, Governor Gregoire instructed ESD to direct \$325,000 of WIA discretionary funds to support on-the-job (OJT) training opportunities for a minimum of 60 veterans and youth. Citing high unemployment for youth and returning veterans, the Governor made services to these populations a priority for the use of her discretionary WIA dollars. At that time, she directed ESD to use these funds to achieve the following outcomes:

- Create a minimum of 60 jobs for our unemployed veterans and youth;
- Establish a goal of a minimum of 80 percent of the individuals served will obtain employment following the completion of the training; and
- Ensure that the funds are used efficiently and effectively pursuant to all applicable WIA rules and regulations.

The WDC's successfully found OJT employment for **55** eligible individuals, or 92 percent of the overall target.

Job Creation & Retention

On May 17, 2011 Governor Gregoire directed \$1.8 million in discretionary WIA funds to support job creation and retention efforts led by the state Department of Commerce. In partnership with ESD, Commerce offered outreach and assistance to businesses at a critical time during the economic recovery and delivered training to meet critical needs. A total of **1,676** workers received training through this project.

Rapid Response

The state Dislocated Worker Unit (DWU), in coordination with each of the state's 12 local WDCs and the Washington State Labor Council (WSLC), continues to deliver an effective and responsive rapid response system. In keeping with past successful practices, once a

layoff notice is received by the state DWU, the state contacts the impacted local area(s) to ensure rapid response services are provided.

During Program Year 2012 the state DWU, WSLC, and the local rapid response teams responded to 43 Worker Adjustment and Retraining Notification (WARN) Act notices impacting nearly 5,790 workers. The state DWU, along with the WSLC and the local rapid response teams, also initiated rapid response services for approximately 3,380 workers as a result of the filing of 33 Trade Adjustment Assistance (TAA) petitions.

Rapid response teams worked with various employers (large and small) and their employee representatives to provide informational layoff sessions. Over 175 of these layoff sessions were conducted across the state that served 4,917 workers. Additionally, in coordination with the Washington State Department of Enterprise Services (DES), 18 layoff sessions held across the state served approximately 350 state employees who were facing layoffs. Eight of those sessions were held for the 300 impacted ESD employees, who were laid off in May 2013.

One of the largest layoffs this year occurred at the Boeing Company in the Puget Sound area. In April, the Boeing Company announced they would be reducing their workforce by more than 1,000 throughout Snohomish, King, Pierce, and Skagit counties. The Snohomish County, Northwest, Seattle-King, and Workforce Central WDCs, state and local labor representatives, company management, local partners, and ESD collaborated to assist the impacted workers. Multiple rapid response pre-layoff orientations and other worker support sessions were held for the workers. Additionally, ESD partnered with Workforce Development Council of Snohomish County and other local WDCs on a National Emergency Grant (NEG) application to the U.S. Department of Labor (DOL). Additionally, the workers were certified as Trade Act eligible by the DOL on June 12, 2013.

The state DWU continues to initiate rapid response services for workers certified for Trade Act assistance. The state's overall approach is to continue to integrate services to trade-certified dislocated workers within the rapid response delivery system. A Trade Act coordination team meets twice monthly to discuss Trade Act and rapid response activity.

Veteran Services

Veterans Priority of Service is offered for all DOL funded programs. Veterans and eligible spouses are informed by front desk staff and via electronic media during self-registration in resource rooms and on Washington's on-line, self-service website, Go2worksource.com

Veterans continue to play a key role in aiding Washington's business community to recover from the recession. In the first Executive Order of his term, newly elected Governor Jay Inslee decreed that the state offer support to Veterans by increasing the amount of procurement contracts from Veteran-owned businesses; creating a Veterans Employee Resource Group to focus on the recruitment, development, and retention of Veterans working in Washington State Government ; requiring each agency to develop an annual Veterans employment plan to increase the representation of Veterans in their workforce; and expand a statewide military transition council to support Veterans

transitioning off active duty in the state of Washington. This will help both Veterans and their families by assisting them with obtaining living wage jobs.

Outreach to veterans is enhanced by contacting veterans with military claims (UCX). Information about recently exited veterans with UCX claims is provided to local staff who contact the veterans to provide orientation and information services to include Post 9/11 Gold Card Program opportunities. Gold Card enrollees were tracked via local veteran case management reports that indicate the number of enrollees, frequency of services and activities relating to the veterans individual employment plan.

Local Veteran Initiatives

Pierce County is home to the third largest veteran population in the country with approximately 6,000 military members and their families leaving active service from Joint Base Lewis McChord annually through 2016. Significant private/public partnerships have formed to aid in a smooth transition for those who served.

RallyPoint/6 is an example of the community working together creating the one place for veterans and their families to get the services they need to succeed. WorkForce Central, the Local Workforce Investment Board representing Pierce County, partnered with over 30 organizations specializing in community reintegration, education, family strength, health, finance and legal issues and provides the workforce development expertise for the center.

The inaugural Boots2Work Military Career Fair, a partnership with WorkForce Central, Tacoma Rainiers and Tacoma/Pierce County Chamber of Commerce, offers a unique experience for transitioning and retired military and their spouses to find local jobs. To date, over 20 military personal have been hired as a direct result of the career fair.

WorkForce Central and the Tacoma/Pierce County Chamber of Commerce continue their partnership with another unique program for veterans. This program educates member businesses and the general business community on the benefits of hiring veterans and also provides resources to veterans interested in entrepreneurship.

The Veterans Transition program assists both service members and spouses to define who they are for a clear path forward. The end result is 50 veterans or spouses with their Lean Six Sigma White Belt certification and a better understanding of who they are and where they will succeed within the civilian workforce.

Camo2Commerce is a partnership between WorkForce Central and the lead agency, Pacific Mountain Workforce Development Council, to obtain additional resources (\$5.5 million) that will provide training and employment including case management services to transitioning service members and spouses.

WorkForce Central also developed veteran centric cohorts – training in industries such as manufacturing, healthcare, IT and CDL licensing – after experience showed veterans attending training as a group are much more successful completing the training and becoming employed.

Highlights of Washington's Workforce Development Councils



Olympic Consortium Workforce Development Council

Serving Clallam, Kitsap, and Jefferson counties



Advanced Manufacturing Support

The Olympic Consortium is developing an employer skills panel for the advanced manufacturing industry sector with the help of the Clallam County Economic Development Council and the Kitsap Economic Development Alliance. The aims of this panel are to:

- Encourage knowledge sharing among key players, who are responsible for making policy recommendations and business decisions
- Conduct labor market analyses to include information on:
 - An inventory of industry sector firms doing business in our area
 - A profile of current jobs and a projection of future jobs in the sector
 - Training requirements for current and future jobs.
- Assist industries in implementing appropriate strategies, including targeted job training, curriculum development, business recruitment, and the provision of labor market information
- Act as a communications bridge between schools and the WorkSource system to ensure trained students are aware of opportunities to gain further training through On-the-Job Training and Internships and to use job search workshops and other job placement resources

The panel will also act as a foundation for developing and implementing new aerospace industry career pathway plans for students and workers. It will also provide significant input to local Science, Technology, Engineering and Mathematics (STEM) education efforts.

Work Experience for Aspiring Scholars

The Olympic Consortium continued to partner with the Olympic Educational Services District to provide the Olympic Opportunity Internship Program. This program focused on providing internships in high demand occupations.

The Olympic Consortium targeted high demand occupations that provide a wage of at least \$30,000 in industries including Healthcare, Marine Ship Repair, Manufacturing, including Boat Building and Green occupations. Efforts were made to develop internships and pre-apprenticeships for low-income students in Clallam, Jefferson and Kitsap Counties. At the end of the project, 54 students acquired valuable work experience with local employers. Partnerships were developed with local technical skill development centers and local high schools to provide internships and pre-apprenticeships for participating youth in a variety of career fields. These fields included advanced athlete medicine, nursing, welding, engineering and design, advanced mechanics and horticulture. Financial aid workshops and work readiness seminars were also conducted.

Business Services

The Olympic Consortium plays a vital role in providing workforce services to local business customers in Clallam, Jefferson and Kitsap counties. We had over 190 hiring events this past year which resulted in over 627 employees being hired. WorkSource staff coordinates outreach to the job seekers and employers to ensure a targeted job match. Employers involved in our services included major Navy contractors, marine industry companies, advanced manufacturing companies, and healthcare companies. Our Veterans Employment Services and the entire WorkSource Team conducted the 2012 WorkSource Kitsap Veterans Job Fair held on November 8th at WorkSource Kitsap County. 28 Employers and 7 Partner/Support Services Providers participated in the event, with a total of 422 job seekers attending. The feedback from both participating employers and attending job seekers was very positive to include over 65 people being hired.

Pacific Mountain

Workforce Development Council

Serving Grays Harbor, Lewis, Mason, Pacific and Thurston counties



In 2012 Economic Modeling Specialists International (EMSI), analyzed the cost-benefit of the PacMtn investments in WIA programs. By the end of the ten year time horizon, the adult program at PacMtn is projected to yield a cumulative added value of \$3.14 in added taxable income per dollar spent to fund the program. Similarly the dislocated worker program will yield \$1.35 for every dollar spent and the youth program will generate \$0.53. Overall the combined adult, dislocated worker, and youth programs at PacMtn will generate a cumulative added value of \$1.48 in added taxable income for every dollar spent. These benefits accrue to all members of society – higher earnings for participants, increased output for business, and added tax receipts for government.

Serving the Long Term Unemployed

Many WIA participants in the Pacific Mountain WDC are long-term unemployed (LTU). On average over 65% of program participants have been unemployed for 27 weeks or more. Typically, LTUs are older, have strong work history, and were at the top of their salary range when they lost their job. They are often desperate, feel isolated from peers, hopeless about getting a new job, angry about their situation, and suffering a deteriorating sense of their capabilities as a result of continuous rejection. Pacific Mountain responds by offering more intensive staff support. Although generally very capable, they are more successful when their case managers assist with applications/resumes rather than assigning them as homework, and bringing business representatives into group activities rather than asking participants to contact businesses alone. Use of intensive resume and interview skill updates and use of on-the-job training builds confidence, job search skills and work site familiarity.

Specialized Job Clubs break the isolation and offer peer support, social interaction, important resource information and networking tips.

Responding to the Skills Gap

Skill gaps or more precisely the skills “mismatch” in Pacific Mountain increased dramatically during the Great Recession. Even as hiring began nervous employers questioned their futures and failed to invest in training the younger workforce who replaced more highly skilled positions vacated by those retiring or those unable to keep up with the pace of technology. Getting people into short term, industry specific courses or credentialing programs recognized by employers and using OJT (on-the-job training) allows job seekers to develop skills and to demonstrate them to employers. Helping job seekers and incumbent employee enhance their employability skills like teamwork, critical thinking, communication, technology, problem solving and situational analysis provides protection to a still uncertain future.

Pacific Mountain Youth Alliance Rallies Local Communities

Recognizing that youth in the region can do, achieve, and be more, the Youth Alliance is using the principles of “collective impact” to convene, plan, and support regional youth partnerships to improve the employment and career outcomes for youth, cradle to career. The dialogue raised awareness of local youth needs and is compelling diverse community action across the spectrum of public, private and community based agencies.

Northwest Workforce Development Council

Serving Island, San Juan, Skagit and Whatcom counties



Crafting Solutions through Strategic Alliances

Northwest Workforce Council (NWC) places both focus and resources on strengthening its strategic alliances and crafting local solutions to meet employers' workforce needs. NWC-forged partnerships, alliances, and collaborations leverage each public and private entity's most valuable contribution and bring those specialties to bear on addressing workforce needs and skill gaps. WIA program investments in key industry sectors further elevate the skill and capacity of the local workforce to meet the talent needs of employers.

Addressing Workforce Skill Gaps in Key Sectors

– A regional summit of healthcare, labor, economic and workforce development leadership was convened by NWC and an array of partners. Eighty regional leaders were reinvigorated to sustain their focus on collaborative workforce strategy.

Strong industry and public/private alliances also aid NWC in providing businesses customized workforce training. Manufacturing remains a job-creating industry with global market challenges requiring a workforce able to produce high-quality goods in a lean environment. Collaborating with business, government and a highly specialized training provider, a NW manufacturer of custom-built milking parlors was assisted by NWC to build these same competencies in its workforce. Workers' skills were upgraded allowing the business to pursue a European Union quality designation, potentially opening new markets for its product line.

Key informant interviews with marine and aerospace manufacturers revealed an unmet demand for production workers and machinists. NWC opened the pipeline by sponsoring 100 students in marine composite and precision machining. Students achieved technical knowledge required for multiple career pathways. Industry tours connected employers with graduates, and manufacturers guaranteed interviews to those completing the program. Collaboration with local employers and colleges proved an agile strategy to satisfy those employers' difficult-to-fill positions.

OJT Spurs Wage Growth and Meet Employer Need

NWC aligned strategy with manufacturers and educators by deploying on-the-job training (OJT) to bridge classroom and production floor. Businesses with unfilled specialized skill positions found OJT a highly workable solution. Candidates experiencing long-term unemployment were supported through WIA to complete a machining fundamentals course. Conjoined with OJT, they attained industry skills particularly suited to the manufacturer and experience operating proprietary equipment. This training continuum resulted in employment in mid-level positions with earnings 20% above entry level.

Leveraging Partnerships to Do More for Youth

NWC engages the next generation workforce in career exploration and job preparedness via a wide partnership of education, business and community organizations. This network's ability to leverage resources helps provide youth both the opportunity and community support while exploring careers and building soft skills through real work. Through this systemic approach to career development, NWC powerfully leverages WIA resources for experiential learning. NWC's community partnerships resulted in a near doubling of the number of youth [+250] engaged in exploration, work-readiness and academic achievement.

In Pursuit of Stable Housing and Employment

NWC manages a housing and employment navigator project in two of the region's four counties. Two additional Workforce Development Councils participate in the USDOL Workforce Innovation Fund grant. The program's goal is to assist homeless families in obtaining the employment, education and job training needed to establish a career path toward economic stability, while preventing a return to homelessness. Designed as a four-year comparison study, the program will demonstrate differences in success between those aided by a navigator to bridge gaps between the workforce system, social service agencies, colleges, and employers, and a control group of others not aided by a navigator.

Workforce Development Council of

Snohomish County

Serving Snohomish County

Out of School Youth Services Expanded –

WorkSource Youth Center staff went “on the road” this year to offer GED preparation classes, college transition programs, youth employment services, and case management at locations across the county. Employment Specialists now have regular hours at WorkSource Mountlake Terrace, offering weekly GED preparation and job readiness services. Youth-specific employment services are provided at WorkSource Monroe and at the Stanwood and Sno-Isle Libraries. Services are also offered through the Tulalip Tribes and Darrington Family Services. These expanded services are in addition to the hours Youth staff spend weekly at Cocoon House’s U-Turn providing job readiness workshops and GED preparation for homeless youth ages 16-20.

Expanding services across the county has made an impact, as evidenced by the 148 students who graduated with their GEDs this summer, more than ever before, and 46 more than the previous year. Additionally, 53 students of the WorkSource Youth Center earned short-term certificates in Microsoft Digital Literacy.

In School Youth Services Increase Credential Rate by 41% –

Building Bridges is a Marysville School District-wide program focusing on dropout prevention, intervention, and retrieval funded by the WIA In-School Youth program. Students identified for this program have just a 25% chance of graduating based on assessed risk factors. This year boasts students who have made great strides in the program—with three Senior Class Presidents also in the Building Bridges program! For Program Year 2012, 54 students earned their high school credential, 15 entered unsubsidized employment, and four have enrolled in post-secondary school. Of the 179 students who have exited the program, the high school or GED credential rate is now 66%.

Long Term Unemployment – An important initiative for long-term unemployed candidates is the WorkSource Snohomish County Straight Talk Series. This monthly workshop features diverse topics related to finding and retaining employment with a focus on soft skills, attitude, and self-reflection. This series offers respectful, professional feedback from the facilitator, James



Lockhart, Jr., but also promises “straight talk;” Lockhart tells it like it is. The aim of the series is to not only boost self-esteem and enthusiasm, but also to help clients evaluate what they might need to work on in order to be more successful while networking or interviewing. James Lockhart explains, “Finding a job is a job. You’re the CEO; you’re a marketing company and you have to market yourself.” The Straight Talk Series is known as the best attended non-required class offered at WorkSource Everett. James Lapsley, Jr. also has a weekly spot on the radio where he brings his Straight Talk to the wider community.

Success Story: Entrepreneurship – During the recession, Abe Martinez was piecing together work; he was living in Arkansas, where he and his wife were making ends meet. In 2011, they moved to Lake Stevens, WA. Abe, a veteran of the armed services, connected with WorkSource Everett and began his job search. Abe had a unique background: a former service member with civilian experience in audio production. He had several job interviews and worked a few temporary positions, but nothing seemed to be the right fit for his skills. He was encouraged to volunteer locally to channel his abilities and he quickly made solid community connections. He created a video as a volunteer and – through networking within the community, began to expand his production.

Video production bloomed into his niche and he started a business: *North Sound Productions*. He is now working with small business advocates to set goals and make investments. He came to WorkSource looking for a job and ended up with a career-changing business.

Skill Gaps – The Business Services team is dedicated to closing the skills gaps seen in our local workforce. This dedication became apparent with the efforts made on behalf of 700 dislocated workers from the Kimberly-Clark closure. The team helped workers with their resumes and find employment. During PY12, the team made over 1,100 outreach calls to businesses on behalf of Kimberly-Clark workers and contacted 894 new businesses.

**Seattle-King County
Workforce Development Council**
Serving King County



With the economy's move from recession to recovery and an associated decrease in workforce funding, the WDC launched strategies to respond. King County's WorkSource system evolved based on these strategies, which included more group-based and technology-integrated services for job seekers, expanded navigator and connection site models, sector-specific training investments, and increased Business Services.

The Workforce Development Council is guided by strategic directives in four areas of focus: WorkSource, Youth, Sectors, and Think Tank.

WorkSource

Customer-Responsive Service Delivery: To accommodate a diverse customer base, new job clubs were tailored to specific populations or interests. Social media training was integrated across clubs and workshops as a job search tool.

WIA Business Services Team: A Business Services team was launched this year. The team's efforts focused in high-demand sectors based on job vacancies and projected growth.

New Core Service Model: An innovative, streamlined service delivery model for core services was implemented. The new design funded a dedicated staffing model for greater standardization and efficiency in many functions, including WIA referrals and workshops.

Tools and Technology: The WDC expanded the use of technology for career planning and job search with deployment of a new web tool, "Career Coach", to help job seekers explore wages, hiring trends and get connected to jobs.

Veteran Services Coordination: The WDC developed a coordinated veteran service plan throughout the WorkSource system to improve resource sharing, referrals, and customer flows.

Youth

Clinton Global Initiative and Schools to Careers Plus: The program, underway in 7 King County school districts and expanding to 7 cities nationwide, is designed to connect middle and high school students to industry through career exploration curricula and events. 136,000 students in King County have benefited to date.

Youth at Work: With funding from the Bank of America and strong support from Chief Local Elected Officials and regional industry partners, a successful summer jobs program was created for youth to give them work experience and career exploration opportunities. More than 500 youth enthusiastically participated.

Sectors

Aerospace: Participation continued in the King County Executive's Aerospace Alliance and funding provided for 7 training cohorts at 4 community and technical colleges.

Healthcare: The WDC launched a sector panel in Healthcare, co-chaired by a key Group Health executive and joined by industry leaders. The panel reviewed the labor market, identified critical shortages and workforce issues to address. The WDC continued to advance system transformation in year three of its \$11 million, five-year healthcare grant, "Health Careers for All," which will train 900+ adults and youth.

Maritime: A second panel began in a sector critical to the local economy, maritime. The panel, co-chaired by an executive from Crowley Maritime Corporation, launched 2 maritime training cohorts, one in partnership with Vigor Industrial.

Think Tank

Talent Pipeline: The WDC's "talent pipeline" methodology compared the number of available, qualified job seekers to the number of job openings for healthcare occupations.

Best Practice Sharing Nationally: This year, staff presented our sector work achievements at the National Governor's Association and did 3 presentations at the request of the Brookings Institution. In her role as President of the U.S. Conference of Mayors' Workforce Council, the WDC CEO represented WIB's nationally in work with the National Association of Workforce Boards, Communities Collaborating to Reconnect Youth, the National League of Cities, and the Association of American Community Colleges.

Pierce County Workforce Development Council

Serving Pierce County



Summer Youth Employment

The City of Tacoma, WorkForce Central, Tacoma Public Schools (TPS) and the REACH Center partnered to implement a summer youth employment pilot project giving 54 local students the chance to participate in paid part-time summer jobs while earning graduation credits. Targeted for this pilot were students in danger of not graduating on-time.

TPS high school students participated 20 to 24 hours a week for eight weeks in both classroom and on-the-job training at public, non-profit and private businesses. Each student completed weekly and end-of-program assignments to assist in their learning. Nineteen local employers and community organizations participated, providing meaningful work experiences and mentorship, enhancing the students' opportunities for ongoing academic and career success.

This pilot project was funded with an allocation of \$150,000 in City of Tacoma one-time funds. The intent is to grow the program, developing a sustainable model through alternative and private funding while increasing the number of participants each year.

Veteran Initiatives

Approximately 6000 military members and their families will leave active service from Joint Base Lewis-McChord annually through 2016. Significant private/public partnerships have formed to aid in a smooth transition for those who served. WorkForce Central provides the workforce development expertise to RallyPoint/6, a private/public partnership that provides veterans and their families a complete array of services in one location.

The inaugural Boots2Work Military Career Fair, a partnership with the WorkForce Central, Tacoma Rainiers and Tacoma/Pierce County Chamber of Commerce, assists transitioning and retired military and their spouses find local jobs.

WorkForce Central also developed veteran centric cohorts – training in industries such as manufacturing, healthcare, IT and CDL licensing – after experience showed veterans attending training as a group are much more successful completing the training and becoming employed.

Workforce Development

A skilled workforce is a key component of economic development and WorkForce Central is the recognized “go to” organization in this area. To this end, a WorkForce Central business representative is integrated into the Tacoma-Pierce County Economic Development Board (EDB) staff. This integration provides a customized service to businesses looking to locate in Pierce County, which includes information about the local labor market, available training funds and incentives and comprehensive recruiting and pre-employment services to ensure employers have the qualified workers they require.

Three recent successes of this integrated approach to bring new businesses to Pierce County are Western Institutional Review Board (WIRB), Amazon and Niagara Water. By the first quarter of 2014, WIRB will add 200 jobs to Pierce County, Niagara Water will add 76 and Amazon will add a year-round workforce of 350, surging to 700 from October to December.

Southwest Workforce Development Council

Serving Clark, Cowlitz, and Wahkiakum counties

Puzzling out the Skills Gap

The Southwest Washington Workforce Development Council (SWWDC) is addressing the skills gap between employer needs, and current job candidates, the future workforce and incumbent workers.

Job Candidates: The SWWDC is retraining and “up-skilling” job candidates in in-demand professions if their current set of skills does not match employer needs. Together with partners in the Portland Metropolitan Area and the Columbia Willamette Workforce Collaborative, we’re developing methodologies to address these skills-gaps in the target areas of Advanced Manufacturing, Healthcare and Information Technology for strategic plan development.

Future Workforce: The SWWDC is also focusing on the skills gap between secondary students and employer needs. Employers are seeing a lack of soft skills, basic technical skills and work readiness in their young hires. Through career related learning experiences, such as STEM Fest and internships, high school students have experiences that depict real world applicability of basic skills. Together with organizations such as the Southwest Washington STEM Network, nConnect, Cowlitz Wahkiakum Career Development Consortium, Career and Technical Advisory Committees and other local partners, the SWWDC served thousands of students in 2012/2013 school year.

Incumbent Workers: The SWWDC also recognizes the need to improve skills within a business’ current workforce to retain jobs and maintain a competitive edge in the workplace. The SWWDC has invested over \$700,000 in incumbent worker training over the past year, with nearly all of this funding coming from a federal grant. Some of these trainings include lean, management, ISO, and computer skills.

Putting Youth to Work!

Several years ago with the changing economy, SWWDC’s youth providers established a multi-pronged approach to career development and training and developed sector pathways in healthcare and trades. Designed to help high school seniors and out-of-school youth



understand career pathways and gain initial credentials and work experience, the programs assisted youth in defining the next career or training step.

In the Labor Links Construction program, youth received specific training in the skills required for physical labor, teamwork, and leadership. The Youth Program offers the Northwest College of Construction’s Jump Start pre-apprenticeship program which gains youth certifications in OSHA 10, Flagging and First Aid/CPR as well as an introduction to hand and power tools, construction math and drawings. Each session also includes visits to apprenticeship training centers to learn how to gain entry into the trades and high paying careers.

Youth also participate in a week-long construction project, usually in conjunction with the Department of Natural Resources. Upon successful completion of the program, youth are then interviewed for placement with a local employer, and an opportunity to gain up to five weeks of work experience while earning a pay check. Once completed, all participating youth will confer with a case manager to determine next steps: applying for apprenticeships, a job, or needed/relevant post-secondary classes.

Long Term Unemployed Returning to Work

In Southwest Washington, WorkSource staff developed Job Club to address the needs of the long-term unemployed. Job Club is a recurring workshop designed to help job seekers develop networking skills while retooling their application portfolio. Job Club utilizes a cohort model to draw from the principles of peer support to the benefit of participants. To date, nearly 100 long-term unemployed individuals have returned to work in their desired field through help and support from Job Club. Many experienced wage increases upon their return to the labor force. Occupations include customer service, finance, sales executives, IT occupations, corporate trainers, distribution managers, and manufacturing supervisors.

North Central Workforce Development Council

Serving Chelan, Okanogan, Grant, Douglas, and Adams Counties



HARD TRAINING LEARNING SOFT SKILLS

“Today’s youth are the workforce of tomorrow and we have an obligation to help young people obtain the skills needed for gainful employment,” said ManpowerGroup President Jonas Prising. “Many young people feel hopeless and see no path to career success. Employers need to adjust their mind-sets and commit to win-win strategies that enable youth to acquire new skills and companies to succeed with healthy talent pipelines.”

In North Central Washington, community based learning projects build the basic workplace skills, confidence and experience necessary for these young people to know and believe they have what it takes to get and hold a job. Projects included: relocating a Memorial Garden, making self-care kits for the homeless shelter, distributing food, serving as Ambassadors at the Public Market and raising funds for the Red Cross.

Students learned teamwork, time management, and problem solving skills by proposing and agreeing on ideas, arriving on time every day and overcoming glitches or fears to accomplish their projects. They learned the process of creating or performing something new, taking ownership in the result and making active choices to improve their self-confidence as well as their community.

At the conclusion, teams presented the results of their projects and learned how to cooperate, complete tasks, solicit donations, interact with the public and present to an audience. They reflected and provided each other with positive and constructive feedback. They learned time management skills and all the steps to accomplish a job.

Community based learning is the beginning of workplace skill development. They’ve tasted success and have the skills and confidence to propel them to their first job.

BUILDING LOCAL, SELLING GLOBAL

SunOpta, the largest private employer in Okanogan County, produces organic fruit bars and other packaged fruit products grown locally. Paine Electronics in East Wenatchee, designs and manufactures transducers and pressure transmitters for industries using drilling and propulsion systems. Fibro Corporation, a new Company in Wenatchee, manufactures egg and food cartons from recycled newspaper.

Pressure from foreign producers and increased global oil drilling requires more efficient work processes and faster product delivery times. Paine was expanding their facility and workforce and needed workers knowledgeable about new green technology and machinery. Fibro, a Hong Kong-based corporation was expanding operations into the US and needed skilled workers to operate highly technical equipment. All three companies saw improving worker’s manufacturing skills key to increasing productivity.

SkillSource teamed with the Department of Commerce, Impact Washington and Employment Security Department to recruit and assess candidates, coordinate and deliver Lean Manufacturing concepts and techniques for workers at all three companies. Training included lean methods, how to reduce waste and improve productivity in the manufacturing setting, “train the trainer” instruction for Supervisors that develops a standard method of transferring technical skills to new or rising employees. Training at each company was customized to also include new hire employee orientation, policies and procedures, safety and health, training on specific skills, practices, and knowledge needed to sustain manufacturing operations in highly automated factories.

South Central Workforce Development Council

Serving Yakima, Kittitas, Skamania and Klickitat Counties



High Tech Aerospace Training for South Central Region of the State

As part of the State Retooling effort initiated in 2011, the South Central Workforce Council continued efforts to develop a local workforce working in partnership with the Yakima County Economic Development Association and the Klickitat County Economic Development Department. Clark Community College and Impact Washington, a manufacturing training organization, collaborated and delivered multiple training modules customized for these targeted companies.

With Governor Gregoire's Aerospace initiative, the local area received an investment of \$230,000 (WIA Discretionary funds) through the Department of Commerce. The funds were matched by local aerospace companies that included GE Aviation (Yakima), CubCrafters (Yakima), Insitu-Boeing and other supply chain companies in the region.

Approximately 152 workers through the region were the beneficiary of the training project receiving instruction in project management, supply chain management, problem solving, LEAN, statistical process control and other sessions aimed at enhancing incumbent worker skills for the job retention and career growth. This project came at a critical time when aerospace firm operations and worker skills needed to advance to meet customer needs. Debbie Byrd, Human Resource Manager for GE Aviation summarized the changing landscape for business stating, *"We (the Yakima plant) have changed from a mom and pop operation over the years to a sophisticated global company. The special funding allowed us to provide comprehensive training to our technical employees so they are more successful in our global management environment."*

South Central Test Navigator Service to Employ Homeless

Like other areas of the state, Yakima County is experiencing increasing numbers of homeless families and individuals. Within the county there are 996 individuals living without permanent housing -- a 12% increase over the previous

year, as reported by the Homeless Network of Yakima County Point in Time/Project 2012. But, thanks to funding from a Department of Labor Workforce Innovations Fund (WIF) grant, the South Central WDC, in partnership with Workforce Central (Tacoma-Pierce WDC), will address the housing and employment needs of the homeless population. Using an experimental design, the project will test and evaluate the Housing and Employment Navigator Program developed by Building Changes, a Seattle-based nonprofit.

The project steps out of the traditional workforce model by reaching out to workforce, housing, and social service agencies and weaving them into a network of support for homeless families. According to the local project manager, people can find themselves homeless for a variety of reasons from substance abuse to just losing a job, but what they all appear to have in common is low self-esteem, a lack of marketable job skills and the need for a support system. Through a collaborative working relationship with housing providers, the Department of Social and Health Services, and other social service organizations, the project aims to assist homeless families in obtaining the education and job training needed to secure employment, establish a career path toward economic stability, and prevent a return to homelessness.

Navigator project staff draws on the expert knowledge of partner organizations to assess participants' education, career, housing, and other needs that will culminate in a service plan with individualized strategies to achieve employment and acquire permanent housing. Over a four-year period, the Council and local partners will identify 240 homeless families, half of which will receive direct services while the remaining half is placed in a control group.

In just the first six months of the grant, the project has enrolled 24 individuals. Initial reports are favorable, with staff reporting strong commitment from community partners and active participation from individuals enrolled in the program.

Eastern Washington Partnership Workforce Development Council

Serving Asotin, Columbia, Ferry, Garfield, Lincoln, Pend Oreille, Stevens, Walla Walla, & Whitman Counties



As long-term unemployment persisted in the region for both adults and youths during the past year, the WorkSource partners developed specific strategies to assist them.

PY-12 Long-term Unemployed Strategies

The Job Hunter workshop curriculum was revised to increase job seeker awareness of post-recession job market changes and to offer them strategies to be more effective in a highly competitive job market. Examples include:

Job Search Strategies – awareness of the conditions that exist in an “employer’s job market”, emphasis on being pro-active and prepared early in the job search cycle, updated practices businesses use to recruit seekers, contemporary methods to identify job opportunities and apply for work, the importance of developing a work search plan, the pros and cons of social media.

Perfecting Applications, Resumes and Interviewing Skills: teaching people about completing electronic applications, employer web recruiting practices and scanning technology, the increased frequency of pre-employment testing in during the application process; and helping people develop strategies to minimize employer concerns about gaps in employment. Job seekers also learn to identify their transferrable skills, to understand their training options for upgrading their skills, and how to conduct out-of-the-area job search as necessary.

On-the Job Training (OJT) – The WDC received National Emergency Grant funding from the state to identify employers who were willing to train and retain new employees using the OJT program. Program participants are long-term unemployed individuals. The program offers benefits to both the businesses and the job seekers. It is an effective strategy in rural areas with smaller employers that want to train new workers to their particular specifications.

Skill Steps Program – Walla Walla Community College (WWCC), Blue Mt. Action Council (BMAC-WIA youth services provider), and various community partners provided a very effective program for youths ages 18-24. These youths had been unsuccessful and disenchanted during their prior academic experiences. The program offers individualized coursework with guidance from an Achievement Coach to assist with goal setting, action planning and identifying support services that are necessary for the students’ success. Students view the attainment of a GED as just a step along the way to pursuing I-BEST or other post-secondary programs.

A Career Coach helps students identify skills, aptitudes, and internship opportunities, and assists them in developing career plans. The Career Coach, a BMAC staff person, has accessed WIA funding to provide work experience opportunities along with support services as necessary. The program has been so successful that when the initial foundation funding ended in June of this year, other local foundations, businesses and community partners stepped in to help with the budget shortfall. WWCC expanded the program to its Clarkston campus in September of this year.

Benton-Franklin Workforce Development Council

Serving Benton and Franklin Counties

The Local Economy – Like other members of the One-Stop community, the Benton-Franklin Workforce Development Council (BFWDC), was a full participant in what has been termed “the new normal;” characterized by a sluggish economic recovery, tightened budgets, and fewer resources. However, unlike the state and national jobs picture, which showed slow, but steady signs of recovery, unemployment in Benton and Franklin Counties remained stubbornly high, averaging over 8.5% throughout the program year.

Front-end Restructuring

Driven by the need to be more efficient in using dwelling resources and improve the customer’s experience, a new initiative was launched, referred to as a Shift in Service. Modeled largely after WorkSource Spokane’s service model, the reconstructed system, which was tested and refined over a four month period, was designed to:

- **Eliminate wait times** – previously, it was not uncommon for job seekers to wait nearly an hour to receive service. Because job seekers can now make appointments, wait times are virtually eliminated.
- **Increase accountability** – The appointment system encourages one-on-one relationships between staff and job seekers, resulting in better follow-up.
- **Enhance flexibility in allocating staff resources** – The appointment system adds predictability by smoothing out the demand for service, thereby allowing management to allocate resources in a more efficient and orderly fashion.

Now the challenge is to continue to refine the process while expanding the delivery of services in group settings, without eroding quality and access to services.

Workforce Investment Act Services –Service deliver was severely constrained in the first quarter of the program year, where the bulk of the budget shortfall was concentrated due to federal funding. Nevertheless, the year was characterized by solid performance in nearly every area. The entered employment rate in the Dislocated Worker Program (DWP) was 89%, which was slightly down from PY11’s 91%.



Given the fact that typically a soft employment market tends to suppress wages, it is remarkable that DWP program saw average hourly employment wages jump from \$20.82 in PY11 to \$21.68 in PY12. In spite of the first quarter budget deficit, WDP topped last year’s participant numbers by an astonishing 90 participants, exceeding the target by 29.

The Adult program saw similar results, with an entered employment rate of 85%, and an average hourly employment wage of \$12.87, up from \$12.15 in PY 11. Similar to DWP, the Adult program increased the number of participants to 179 against a target of 146, which was an increase of six over the previous year.

Because of high demand, the Youth Program served 126 older youth against a target of 113. On the In-School Youth (ISY) side, there were 56 participants. Work Experience was a particularly effective tool in PY12, with 66 Youth gaining subsidized work experience. Sixty-nine youth earned credentials. Ninety percent of all Youth participants exited the program with a positive placement and an average hourly wage of \$9.86.

The Annual Summer Youth Vocational Challenge was replaced with a highly successful Youth Job Fair. The event, which drew over 300 participants and 26 employers, was timed to correlate with spring break. Many employers offered on the spot interviews, resulting in 16 new hires at the event.

New Initiatives – PY12 saw an expansion of services. BFWDC/WorkSource Columbia Basin was:

1. Approved by the Social Society Administration to become part of the Ticket to Work Employment Network.
2. Awarded a grant from the Department of Social Health Services to assist low-income families with children who wish to apply for, or maintain enrollment in the Children’s Health Insurance Program.
3. Approved by Department of Labor and Industries as a training site for their clients.

Spokane Workforce Development Council

Serving Spokane County



Targeted Industries

Spokane's economy survived "The Great Recession" and emerged more diversified with steady growth forecasted for the future. However, the recovery will continue to be uneven with several industries leading the way. The Spokane Area Workforce Development Council (SAWDC) has identified and targeted the five key industries in our region—manufacturing and aerospace; transportation and warehousing; health care; professional, scientific and technical services; and finance and insurance. Within each industry, the SAWDC is conducting in-depth analysis of occupations and skills needed in today's economy. This information is shared widely throughout the local workforce system to inform training providers and educators, job seekers and students. The SAWDC continues to gain information on the region's top sectors through industry skill panels, including manufacturing, health care, aerospace and construction/infrastructure. The SAWDC is also using a targeted industry approach to business services at WorkSource Spokane. Industry Navigators focus on a specific industry and use their expertise to connect businesses, education providers, and skilled workers to meet regional hiring needs.

Job Seeker Support

At WorkSource Spokane, the Hire U Job Club is a popular way for job seekers, particularly long-term unemployed, to network, sharpen their skills, develop job leads and share in their struggles. Each group moves through the eight-session schedule together, covering four phases— "Focus on your job search; Assemble your marketing materials; Promote yourself to employers and Ace your interview." After completing the four phases, they are encouraged to continue with WorkSource Spokane ProMatch, a program that offers job seekers the opportunity to participate in strategizing job search activities while demonstrating leadership and organization skills to continue to build their résumé. Activity plans are facilitated by participants and staff in this unique, employer focused networking group.

Preparing Youth

The SAWDC's youth employment center, the Next Generation Zone, focused on in-depth career exploration, internships and volunteering this year.

Young adults in the career building workshop series used Career Cruising assessments to identify career paths that match their skills, interests and abilities. Volunteering has been promoted both individually and in groups. For young adults, these opportunities can sometimes lead to employment or networking opportunities with people who act as references for employment.

The Opportunity Internship Program (OIP) completed its fifth phase this year, and 47 young adults completed OIP internships. This year many of the young adults participated as a group, attending a weeklong job readiness class, weekly meetings and financial literacy training together.

The Center for Energy Workforce Development (CEWD) wrapped up a two-year grant this spring. During this period, the Next Generation Zone career coach provided information and outreach on energy careers to 900 young adults ages 16 to 24. Several participants in the grant's intensive services were accepted into the very competitive Spokane Community College/Avista Corporation Lineworker Training Program.

Creating Partnerships

This year, the SAWDC began an innovative new partnership with the Community Colleges of Spokane (CCS). The SAWDC office is now located on the Spokane Community College campus with the CCS Center for Workforce and Continuing Education. In addition to shared space, the two organizations are bringing together industry insight, resources, training and education to provide creative and accessible solutions for employers and job seekers to be successful. SAWDC CEO Mark Mattke also serves as the CCS Chief Workforce Development Officer. His dual role allows him to coordinate and leverage the strengths of each organization to focus on targeted industry sectors and the delivery of in-demand workforce skill development.

Section III – WIA Title I-B Results

This section includes the following information about Washington’s WIA Title I-B programs:

- Adjustments made to WIA performance targets in response to changes in economic conditions and participant characteristics.
- Narrative discussion of the costs of workforce investment activities relative to the effect of activities on the performance of participants.
- State evaluations of workforce investment activities, including net-impact research and Workforce Training Results.
- A table section that includes negotiated performance levels and actual performance levels on three federal youth common measures which replaced separate measures for Older and Younger youth, effective in PY 2010.

Analysis

WIA Title I-B performance measures focus on the results for the approximately four percent of WorkSource customers who are registered for intensive services or training services funded under Title 1-B. Separate Title 1-B programs are operated for disadvantaged adults, dislocated workers, and disadvantaged youth. Each population has its own set of measures covering employment rates, retention in employment, earnings, and credential attainment.

Federal and state performance measures have precise definitions. Employment and earnings measures are based on wage records collected by state Unemployment Insurance (UI) systems for employer payroll taxes and determinations of UI eligibility. Washington’s federal and state measures use UI wage records from ESD. In addition, Washington participates in the Wage Record Interchange System (WRIS), which provides UI wage records from 49 other states and the District of Columbia. Federal payroll records are also accessed.

Some measures include information on enrollment in further education or training following program exit. This information is gathered by matches using enrollment data supplied by the state’s two and four-year colleges, private career schools, apprenticeship programs, organizations seeking eligibility as WIA training providers, and the National Student Clearinghouse. Some of the information needed for credential attainment measures is also obtained from degree and completion information from these sources.

States are statutorily required to measure 20 federal performance measures, unless a State has a waiver to report only the nine common measures. Washington has such a waiver and is required to report only the common measures. Performance achievements on these nine measures are used to determine awards of federal incentive funds. Performance targets are based on baselines derived from performance in prior years.

WIA provides that states may negotiate revisions of targets based on changes in participant demographics or economic conditions. The negotiated performance levels shown in **Table O** for the state and local areas are the revised targets resulting from these adjustments.

Across the nine federal participant measures included in the incentive calculation, Washington averaged 101.5 percent of target, and met or exceeded all 9 of its targets. Adult measures averaged 102.8 percent of target; Dislocated Worker measures averaged 102.5 percent of target, and Youth measures averaged 99.2 percent of target.

For the six state core measures reported, the state met all targets, and exceeded all targets except those for Adult and Dislocated Worker employment rates. The state employer satisfaction target was also exceeded.

Cost Effectiveness

In a broad sense, cost-effectiveness should be evaluated in an econometric net-impact analysis designed to measure the costs and long-range results of services in order to compare participant outcomes with estimates of the outcomes in the absence of the program participation. The Workforce Board periodically conduct such studies, but does not update them annually due to the significant cost. These studies are discussed in the “Evaluation Activities” segment that follows. Basic accounting of costs and outputs is covered in the table below.

Washington’s 12 Workforce Development Areas spent \$49.3 million on intensive and training services during PY 2012 (July 2012-June 2013). The programs served 15,505 participants. WIA cost per participant averaged \$2,909 for PY 2012. Data for PY 2012 are shown in **Figure 3**.

Of the youth participants, 987 earned a HS diploma, 855 earned a GED, and 466 received an occupational skills certificate or post-secondary degree.

2,913 Adults received training: 2,532 received occupational skills training and 267 received on-the-job training. 4,240 Dislocated Workers received training: 4,008 received occupational skills training and 205 received on-the-job-training.

Figure 3: Participants and Expenditures in PY 2012

Target Population	PY 2012 Participants	PY 2012 Expenditures	Cost Per Participant
Adults	5,116	\$ 14,200,361	\$2,776
Dislocated Workers	6,140	\$ 16,515,531	\$2,690
Youth	4,249	\$ 14,394,520	\$3,388
Total	15,505	\$ 45,110,412	\$2,909

Customer Satisfaction

Under the Common Measures waiver, Washington no longer conducts the standardized federal Customer Satisfaction survey. Rolling customer satisfaction surveys, however, are conducted throughout the year with the objective of obtaining 500 participant and employer satisfaction reports each during the program year. These are random sample telephone surveys, each consisting of two components:

- A set of satisfaction questions that are compiled into a single index, in which the questions are very similar to those formerly required by the USDOL and the single index approach is similar to the formerly mandated method.
- A small number of additional questions addressing current issues of interest. For this period, the additional participant questions assessed how related training was to subsequent employment, and the additional employer questions addressed perceptions of duplication of job placement activities.

As of September 2013, available survey results that were not reported in the PY11 report included 369 participants and 363 employers. Response rates were 30.8% for participants and 35.9% for employers.

The overall metrics of satisfaction for this period show participant satisfaction at 74.4% and employer satisfaction at 65.2%. Compared to previous results, this shows no change in participant satisfaction, and a small decline in employer satisfaction. The additional participant “relatedness to training” questions asked about this relationship in three forms:

1. How related the job was to training received
2. How useful the skills acquired were to the job
3. How important the training was in getting hired

The patterns of responses to these questions are not simple. For example, 3% of respondents said their job was unrelated to their WIA training and that the skills acquired through WIA were only a little helpful in their current job, yet the training was moderately important in getting hired.

At a high level,

- 49.5% said their job was very related to their training
- An additional 20.8% said the job was “somewhat” related to their training
- Of those who said their job was “unrelated” to training
 - o 30% (9.9% of total) said that the skills acquired through training were very or moderately useful in their job
 - o Of those reporting and unrelated job and only little or no usefulness of the skills acquired, 25% (5% of total) said that the training was nevertheless at least “moderately important” to getting hired in the job.
- Or, adding up, less than 15% of respondents reported that little or no relationship or effect in all three dimensions assessed in the survey.

The additional employer “duplication” questions asked how much duplication of effort

employers perceived among public programs in providing workforce information, with a follow-up question asking those who perceived duplication to name organizations that had offered them workforce or employment services or information.

While many employers reported perceiving significant levels of duplication (40%), only 54.5% of those named any organizations that had contacted them, and only 22% named more than one organization, including some that identified private firms or non-profits organizations.

Additional Satisfaction Assessment

Washington's additional measures include a State Core measure of employer satisfaction, which is assessed only every other year. It is based on an employer survey of employers' workforce training needs and practices. Employers are asked if they hired new employees in the last 12 months who had recently completed any of several training programs, including WIA. If employers answer yes, they are asked to report their satisfaction with the skills of their new employees on overall quality, overall productivity, and 13 attributes which include basic skills like reading, writing, and math, occupation-specific skills, and skills like problem solving. The survey completed during PY12, included 164 employers with recent WIA hires, with overall satisfaction at 90.7%, calculated from the questions about overall quality and productivity of recent hires. In addition, employers responses on the 13 generic workplace attributes among those new hires, showed satisfaction rates ranging from 92% on adaptability to 80% on work habits.

As part of continuing state assessment of workforce system performance, Washington conducts a biennial survey that includes separate samples of recent participants in each of the three WIA programs. This survey is timed to reach participants several quarters after participation and covers not only satisfaction topics but also the following:

- Labor force status
- The type(s), content and effectiveness of training received
- the extent to which specific support services were needed, received and adequate,
- relatedness of subsequent job to training
- details about the benefits and conditions of that employment

There are no new results for this survey, as it was not conducted during PY12. However, new data collection is about to begin with results anticipated in early calendar 2014.

Evaluation Activities, Including Net Impact and Cost-Benefit

The state legislation that established the Workforce Board called for the implementation of a comprehensive research program. This program continues under WIA and is used to measure the results of federal and state workforce investment activities. The research effort encompasses three elements:

1. *Workforce Training Results: An Evaluation of Washington State's Workforce*

Development System, a biennial study of the outcomes of workforce development programs. The schedule for this work has been revised: the outcome measures are now updated annually online.

2. *Workforce Training Supply, Demand and Gaps*, an analysis of the supply of and demand for skilled workers in Washington. Some of these results are now updated annually.
3. A net impact study, conducted every four years, with results folded into *Workforce Training Results* reports.

Publications reflecting the most recent research can be found at http://www.wtb.wa.gov/Pubs_Publications.asp

Workforce Training Results reports on the following three groups of programs:

1. Programs for adults including community and technical college Job Preparatory Training, private career schools, apprenticeship, a state funded Worker Retraining program at community and technical colleges, and Workforce Investment Act dislocated worker services.
2. Programs serving adults with barriers to employment including Adult Basic Education, Workforce Investment Act adult services, Division of Vocational Rehabilitation, Department of Services for the Blind, and WorkFirst.
3. Programs serving youth, including secondary career and technical education and Workforce Investment Act youth services.

The report describes the demographics of each population, the services received, competencies gained, participant satisfaction, and the satisfaction of employers who have hired participants. Employment results are measured using both surveys and ESD wage records.

Washington currently calculates two State Core measures across its workforce programs, focused on outcomes in the third quarter after program exit: median earnings and employment. *Workforce Training Results* also includes additional measures of employment, such as relationship of earnings to poverty standards and hours worked (both Washington and Oregon UI systems records hours worked per quarter). This year, due to acceleration of data compilation, results for both the 2010-11 and 2011-12 exit cohorts are being calculated. Results for the 2010-11 exit cohort appear in the tables below. The 2011-12 results will be posted as they become available with completion by January of 2014.

An updated version of *Workforce Training Results* is being prepared and will be available later in the year at http://www.wtb.wa.gov/Pubs_Publications.asp. Copies of older reports can be found at http://www.wtb.wa.gov/Pubs_PublicationsArchives.asp.

Data in process will cover the exiting cohorts of 2010-11 and 2011-12, showing outcomes occurring during the gradual economic recovery.

Results for WIA Adults

Workforce Training Results evaluates the labor market outcomes of program participants using their employment and earnings during the third quarter after leaving a program. When considering these outcomes, please note that there is considerable change across years in the labor market conditions.

Unemployment insurance wage files were used to examine employment rates and earnings among participants who left programs during recent program years.¹ Data were collected from Employment Security agencies in Washington, Alaska, Idaho, Montana, and Oregon. Federal employment records were also included. Results are shown in *Figure 4*.

Figure 4 – Employment and Earnings of WIA Adult Participants in the Third Quarter after Leaving Program

Exiting Cohort Years (PY)	2001-02	2003-04	2005-06	2007-08	2008-09	2009-10	2010-11
Impacts observed in	2002-03	2004-05	2006-07	2008-09	2009-10	2010-11	2011-12
Percentage self-reporting employment during third quarter after leaving program	81%	82%	84%	*	74%	*	*
Percentage with employment reported by employers to ESD the third quarter after leaving program	66%	69%	74%	66%	65%	62%	67%
Median quarterly hours worked of those working	430	440	452	439	435	452	442
Percentage employed full-time of those working (averaging 30 or more hours/week)	57%	58%	62%	59%	60%	63%	61%
Median annualized earnings of those working	\$20,805	\$21,657	\$22,593	\$22,689	\$22,413	\$23,553	\$22,262
Size of household in which median earnings would support at poverty level	3.5	3.7	3.9	3.9	3.9	4.2	3.8
Size of household in which median earnings would support at twice poverty level *	0.9	0.9	1.1	1.1	1.0	1.2	1.0
Median hourly wage of those working	\$12.71	\$12.90	\$13.24	\$13.42	\$13.64	\$13.42	\$13.33
Percentage self-reporting receipt of medical benefits from employer	59%	61%	62%	*	63%	*	*
Percentage self-reporting receipt of pension benefits from employer	34%	35%	35%		32%	*	*

**Due to budget concerns, the Workforce Board's Participant Survey was not conducted for the cohorts exiting in 2007-08 or 2009-10.
NOTE: The earning and wage amounts are adjusted for inflation to 2012 values.*

¹ Employment rates based on matches are lower than those based on survey results. Employment Security records do not contain information on self-employment. The reported rates exclude employment in states that are not included in our matching process.

Results for WIA Dislocated Workers

In *Figure 5*, dislocated worker results vary with economic conditions and the characteristics of participants. Change can occur quickly from year to year as industrial conditions change and different groups of employees face layoffs.

Figure 5 – Employment and Earnings of WIA Dislocated Worker Participants in the Third Quarter after Leaving Program

Exiting Cohort Years (PY)	2001-02	2003-04	2005-06	2007-08	2008-09	2009-10	2010-11
Impacts observed in	2002-03	2004-05	2006-07	2008-09	2009-10	2010-11	2011-12
Percentage self-reporting employment during third quarter after leaving program	81%	82%	84%	*	74%	*	*
Percentage with employment reported by employers to ESD the third quarter after leaving program	66%	69%	74%	66%	65%	62%	67%
Median quarterly hours worked of those working	430	440	452	439	435	452	442
Percentage employed full-time of those working (averaging 30 or more hours/week)	57%	58%	62%	59%	60%	63%	61%
Median annualized earnings of those working	\$20,805	\$21,657	\$22,593	\$22,689	\$22,413	\$23,553	\$22,262
Size of household in which median earnings would support at poverty level	3.5	3.7	3.9	3.9	3.9	4.2	3.8
Size of household in which median earnings would support at twice poverty level *	0.9	0.9	1.1	1.1	1.0	1.2	1.0
Median hourly wage of those working	\$12.71	\$12.90	\$13.24	\$13.42	\$13.64	\$13.42	\$13.33
Percentage self-reporting receipt of medical benefits from employer	59%	61%	62%	*	63%	*	*
Percentage self-reporting receipt of pension benefits from employer	34%	35%	35%		32%	*	*

*Due to budget concerns, the Workforce Board's Participant Survey was not conducted for the cohorts exiting in 2007-08 or 2009-10.
NOTE: The earning and wage amounts are adjusted for inflation to 2012 values.

Results for WIA Youth

Figure 6 displays results for the WIA Youth programs. The WIA figures include both older and younger youth. Labor market results are presented for participants who were not in secondary education at exit.

Figure 6 – Employment and Earnings of WIA Youth Participants in the Third Quarter after Leaving Program

Exiting Cohort Years (PY)	2003-04		2005-06		2007-08		2008-09		2009-10		2010-11	
Impacts observed in	2004-05		2006-07		2008-09		2009-10		2010-11		2011-12	
	All Participants	Not In High School										
Percentage self-reporting employment during third quarter after leaving program	67%		66%		*		63%		*		*	
Percentage with employment reported by employers to ESD the third quarter after leaving program	52%	56%	59%	62%	49%	50%	45%	47%	45%	45%	49%	53%
Median quarterly hours worked of those working	250	281	252	281	270	270	256	281	268	306	282	306
Percentage employed full-time of those working (averaging 30 or more hours/week)	29%	32%	31%	35%	28%	28%	28%	32%	25%	29%	32%	36%
Median annualized earnings of those working (not in higher education)	\$10,056	\$11,535	\$10,284	\$11,655	\$10,764	\$11,614	\$11,172	\$11,049	\$10,811	\$12,054	\$10,865	\$12,150
Size of household in which median earnings would support at poverty level	0.9	1.0	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.1	1.0	1.1
Size of household in which median earnings would support at twice poverty level	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Median hourly wage of those working (not in higher education)	\$9.36	\$9.54	\$9.49	\$9.66	\$10.22	\$10.21	\$10.31	\$10.33	\$10.07	\$10.18	\$10.18	\$10.18
Percentage self-reporting receipt of medical benefits from employer	33%		40%		*		42%		*		*	
Percentage self-reporting receipt of pension benefits from employer	15%		19%		*		21%		*		*	
*Due to budget concerns, the Workforce Board's Participant Survey was not conducted for the cohorts exiting in 2007-08 and 2009-10. NOTE: The earning and wage amounts are adjusted for inflation to 2012 values.												

Net Impact Analysis

Included in the *Workforce Training Results* publications are the results of net impact and cost-benefit evaluations which are updated every four years. These evaluations compare the outcomes of program participants to their estimated outcomes had they not participated in a workforce development program, based on analysis of similar groups of non-participants.

The next edition is expected to start late in PY13 with completion in PY14. For the WIA programs, the practice has been to draw comparison groups largely from Wagner-Peyser registrants on propensity-score matching (with replacement), with regression adjustment for residual differences.

The most recent completed net impact evaluations are those for the exiting cohorts from 2005-06 and 2007-08 from ten workforce programs, including the three WIA Title I-B funding streams. The Workforce Board contracted with the W.E. Upjohn Institute for Employment Research to conduct the net impact and cost-benefit evaluations.

The net impact analysis compares the outcomes of individuals who participated in workforce development programs with the outcomes of similar individuals who did not in order to estimate how much program participation changed a participant's employment and earnings. For most of the programs, including WIA programs, comparison groups were selected from registrants with the state's Employment Service, selecting individuals with similar employment history, age and educational background.

These analyses indicated that during the third year after program participation, the payoffs to education and training are generally strong and pervasive. All programs had a net effect of increasing the average earnings of participants and all but Adult Basic Education showed a net increase in employment rates. The combined effects on average wage and employment rates constitute a sizable impact on earnings.

Figure 7 – Longer Term Employment & Earnings Net Impacts Measured in Ninth through Twelfth Quarters after Leaving Program

	Net Employment Impact	Net Hourly Wage Impact	Net Quarterly Hours Impact
Workforce Investment Act Programs			
Adult	10.8 percentage points	\$1.71	43.6
Dislocated Worker	4.7 percentage points	\$1.50	28.4
Youth	4.3 percentage points	*	30.8
Community & Technical College			
Professional/Technical Education	10.1 percentage points	\$3.41	59.5
Worker Retraining	7.50 percentage points	\$1.07	23.5
Adult Basic Education	*	*	15.1
*No statistically significant positive impact			
<i>NOTE: The earning and wage amounts are adjusted for inflation to 2012 values.</i>			

Table Narrative

The following data tables make up the final portion of Washington's WIA Title I-B Annual Report. A few notes may help with interpretation. Federal deadlines and the need for prompt reporting mean that the year-long periods used for some measures are not the same year-long periods used for others. Finally, since these are outcome measures, they concentrate on participants who have left WIA programs and do not include those who are still participating.

Federal entered employment rates are calculated for participants who exited between October 2011 and September 2012. Federal retention rates and average earnings measures are calculated for participants who exited between April 2011 and March 2012.

Federal youth placement rate and attainment of degree/certificate rate measures are calculated for participants who exited between October 2011 and September 2012. Youth literacy and numeracy gains measure is a real-time measure and reflects functional gains in education during the period July 2012 to June 2013. Participant counts shown in Table M are based on a year that runs from July 2012 through June 2013.

The numerators and denominators shown to the right of each performance measure show the number of participants or dollars involved in the calculation of each measure. Denominators shown for a given population also change from measure to measure. Some of this occurs because of the different time periods covered by the measures. However, most measures also exclude at least some participants by design. Using adult program measures as an example, federal entered employment rates do not include participants who were employed at registration. Federal retention and earnings measures do not include participants unless they were employed during the quarter after exit.

Statewide performance on the State's additional performance measures is shown in *Table M+*. Results for the first three are measured for WIA participants who exited between April 2012 and March 2013. The measures are based on results in the third quarter after exit.

Credential rates are also measured. However, the State methodology for measuring credential rates and setting performance levels is currently under revision.

Table O has 12 sub-tables, one for each of Washington's 12 local workforce development areas. *Table O* shows regression-adjusted local targets, which were raised or lowered relative to prior years based on the estimated impact of changes in both the economic conditions and the demographic characteristics of exiting participants in each local area. At the state level, performance met or exceeded negotiated federal targets in all nine measures.

The U.S. Department of Labor collects tabular data through a web-based application. This allows the Department to compile and display results promptly. Washington submits its results electronically in cooperation with this effort.

The federal definitions for counting targets as not met, met, or exceeded are as follows:

- Standards that are "not met" are those where performance is below 80 percent of

the negotiated performance level.

- Standards that are "exceeded" are those where performance is at or above 100 percent of the negotiated performance level.
- Standards that are "met" are those where performance ranges from 80 to 99.99 percent of the levels.

Of the 108 Federal measures at the local level (nine measures for 12 local areas), 66 exceeded targets, 36 met targets, and 6 did not meet targets. Performance was strongest in Dislocated Worker programs, where all targets were met or exceeded. In the both the Adult and Youth programs, 58% of targets were exceeded. Five Youth targets were not met: one Certificate rate and four Literacy/Numeracy rate.

Of the 72 additional state measures, at the local level performance exceeded targets in 41 cases, and met target in an additional 30 cases. Only one target in local Dislocated Worker Earnings performance was not met. Youth targets were exceeded more often than Adult or Dislocated Worker targets.

In accordance with federal regulations, the state conducted a data validation annual review with all 12 Workforce Development Areas during October, November, December 2012, January and February 2013. Samples of 1,167 WIA records were reviewed; 326 Adult, 331 Dislocated Worker; 491 Youth; and 19 National Emergency Grant. Data validation for Trade Adjustment Assistance (TAA) was waived by DOL because the reporting software was in the process of being updated. The new reporting software is being implemented and data validation of TAA will occur this fall. Preparation for all Data Validation for PY 2012 will begin in fall 2013.

Tables

Note: Table A is waived.

Table B - Adult Program Results

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	75.9%	79.8%	1613 2022
Employment Retention Rate	84.5%	84.8%	1816 2142
Average Earnings	\$13,700	\$14,101	\$25,480,664 1807
Employment and Credential Rate		52.0%	715 1375

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	76.8%	827	84.4%	151	71.2%	79	72.7%	144
		1077		179		111		198
Employment Retention Rate	83.8%	853	81.8%	148	79.3%	65	82.1%	147
		1018		181		82		179
Average Earnings	\$12,477		\$16,042		\$12,796		\$13,117	
		\$10,592,806		\$2,326,062		\$818,955		\$1,928,151
		849		145		64		147
Employment and Credential Rate	49.2%		54.7%		50.9%		50.0%	
		354		58		29		51
		719		106		57		102
		numerator denominator				numerator denominator		numerator denominator

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
		numerator denominator		numerator denominator
Entered Employment Rate	78.4%	863 1101	81.4%	750 921
Employment Retention Rate	86.4%	1,109 1,283	82.3%	707 859
Average Earnings	\$14,937	\$16,460,800 1,102	\$12,794	\$9,019,864 705

Table E - Dislocated Worker Program Results

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Entered Employment Rate	81.1%	84.5%	2,554 3,022
Employment Retention Rate	88.0%	88.9%	2,774 3,119
Average Earnings	\$19,000	19,413	\$53,365,998 2,749
Employment And Credential Rate	0.0%	58.6%	1,380 2,355

Table F - Outcomes for Dislocated Worker Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
		numerator denominator		numerator denominator		numerator denominator		numerator denominator
Entered Employment Rate	81.3%	282 347	76.3%	87 114	76.1%	421 553	77.4%	41 53
		307 349		92 99		408 476		51 61
Average Earnings	\$20,966	\$6,373,670 304	\$20,012	\$1,801,053 90	\$17,692	\$7,129,894 403	\$14,139	\$692,833 49
		170 271		36 71		212 373		18 43

Table G - Other Outcome for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
		numerator denominator		numerator denominator
Entered Employment Rate	84.9%	1,910	83.3%	644
		2,249		733
Employment Retention Rate	89.8%	2,106	86.3%	668
		2,345		774
Average Earnings Rate	19,229	40,073,123	19,989	13,292,875
		2,084		665

Table H.1 - Youth (14 - 21) Program Results

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator
Placement in employment or Education	66.0%	69.1%	1,149
			1,662
Attainment of Degree Or Certificate	74.3%	74.3%	1,103
			1,485
Literacy and Numeracy Gains	49.0%	45.5%	362
			795

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Month Earnings Increase (Adults and Older Youth) or 12 Months Earning Replacement (Dislocated Workers)		Placement in Non-traditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	84.8%	1,850	\$6,762	\$14,673,064	0.8%	13	\$6,337	\$10,170,916	65.8%	568
		2,181		2,170		1,613		1,605		863
Dislocated Workers	88.5%	2,812	122.7%	56,374,037	0.5%	14	\$9,032	\$22,877,481	67.3%	1,286
		3,176		45,942,100		2,554		2,533		1,910
Older Youth	81.0%	264	\$4,529	\$1,476,474	0.3%	1	3,469	1,217,455		
		326		326		352		351		

Table M - Participation Levels

	Total Participants Served	Total Exiters
Total Adult Customers	113,764	98,393
Total Adult Self-service only	102,635	92,693
WIA Adult	107,725	95,342
WIA Dislocated Worker	6,140	3,125
Total Youth (14-21)	4,249	1,995
Younger Youth (14-18)	2,863	1,275
Older Youth (19-21)	1,386	720
Out-of-School Youth	2,444	1,213
In-School Youth	1,805	782

Table M+ Washington State Additional Measures of Performance

	Negotiated Performance Level	Actual Performance Level	Numerator Denominator	
Adult Program				
Employment in Q3	75.3%	74.4%	1,871	2,515
Median Annualized Earnings	\$21,345.3	\$22,034.3	1864	
Dislocated Worker Program				
Employment in Q3	80.9%	80.6%	2,991	3,710
Median Annualized Earnings	\$31,800.3	\$32,652.4	2973	
Youth Program				
Employment in Q3	77.1%	79.9%	1,099	1,376
Median Annualized Earnings	\$10,571.8	\$11,341.0	824	
Employer Satisfaction				
Percent Satisfied with Skills	85.0%	88.3%	69	78

Table N - Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$14,200,361
Local Dislocated Workers	\$16,515,531
Local Youth	\$14,394,521
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)	\$1,014,461
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)	\$3,246,514
Total of All Federal Spending Listed Above	\$49,371,388

Table O - Local Performance

Local Area Name	Total Participants Served	Adults	243
Olympic Consortium		Dislocated Workers	246
		Older Youth (19-21)	61
		Younger Youth (14-18)	73
		ETA Assigned # <u>53010</u>	Total Exiters
		Dislocated Workers	166
		Older Youth (19-21)	28
		Younger Youth (14-18)	32

Reported Information		Negotiated Performance	
		Level	Actual Performance Level
Customer Satisfaction	Program Participants	0	0
	Employers	0	0
Entered Employment Rates	Adults	78.2%	81.3%
	Dislocated Workers	82.2%	89.3%
	Older Youth	0.0%	79.2%
Retention Rates	Adults	84.0%	82.1%
	Dislocated Workers	86.3%	85.4%
	Older Youth	0.0%	89.5%
	Younger Youth	0.0%	53.7%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$14,126	\$14,260
	Dislocated Workers	\$17,775	\$18,585
	Older Youth	\$0	\$5,267
Credential/Diploma Rates	Adults	0.0%	44.2%
	Dislocated Workers	0.0%	55.1%
	Older Youth	0.0%	31.0%
	Younger Youth	0.0%	78.9%
Skill Attainment Rate	Younger Youth	0.0%	66.7%
Placement in Employment or Education	Youth (14-21)	71.1%	76.8%
Attainment of Degree or Certificate	Youth (14-21)	68.4%	70.0%
Literacy or Numeracy Gains	Youth (14-21)	37.8%	45.5%
Description of Other State Indicators of Performance WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance			
Employment in Q3	Adults	74.4%	70.3%
	Dislocated Workers	80.6%	78.8%
	Youth	79.4%	83.6%
Median Annualized Earnings	Adults	\$23,151	\$22,904
	Dislocated Workers	\$32,822	\$31,771
	Youth	\$9,223	\$10,604
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	6	9
Federal Performance Measures	0	2	7
State Performance Measures	0	4	2

Table O - Local Performance

Local Area Name	Total Participants Served	Adults	354
Pacific Mountain		Dislocated Workers	788
		Older Youth (19-21)	109
		Younger Youth (14-18)	161
	ETA Assigned # <u>53015</u>	Total Exiters	Adults
		Dislocated Workers	373
		Older Youth (19-21)	37
		Younger Youth (14-18)	54
Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0
	Employers	0.0%	0
Entered Employment Rates	Adults	74.9%	84.1%
	Dislocated Workers	81.2%	82.2%
	Older Youth	0.0%	76.9%
Retention Rates	Adults	83.5%	85.2%
	Dislocated Workers	88.3%	88.4%
	Older Youth	0.0%	94.1%
	Younger Youth	0.0%	74.1%
Average Earnings (Adults/DWs)	Adults	\$13,121	\$13,488
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$17,288	\$18,247
	Older Youth	\$0	\$8,083
Credential/Diploma Rates	Adults	0.0%	58.1%
	Dislocated Workers	0.0%	61.6%
	Older Youth	0.0%	60.0%
	Younger Youth	0.0%	87.2%
Skill Attainment Rate	Younger Youth	0.0%	86.9%
Placement in Employment or Education	Youth (14-21)	63.8%	80.6%
Attainment of Degree or Certificate	Youth (14-21)	77.8%	92.5%
Literacy or Numeracy Gains	Youth (14-21)	53.0%	28.0%
Description of Other State Indicators of Performance WIA Section 136(d)(1) - Insert additional row if there are more than two other state indicators of performance			
Employment in Q3	Adults	72.7%	77.6%
	Dislocated Workers	82.4%	80.3%
	Youth	73.0%	88.6%
Median Annualized Earnings	Adults	\$21,169	\$20,550
	Dislocated Workers	\$31,305	\$30,366
	Youth	\$12,866	\$11,467
Overall Status of Local Performance	Not Met	Met	Exceeded
	1	4	10
Federal Performance Measures	1	0	8
State Performance Measures	0	4	2

Table O - Local Performance

Local Area Name	Total Participants Served	Adults	242
Northwest		Dislocated Workers	229
		Older Youth (19-21)	61
		Younger Youth (14-18)	241
	ETA Assigned # <u>53020</u>	Total Exiters	Adults
		Dislocated Workers	138
		Older Youth (19-21)	31
		Younger Youth (14-18)	84

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0
	Employers	0.0%	0
Entered Employment Rates	Adults	77.5%	81.3%
	Dislocated Workers	79.2%	86.4%
	Older Youth		84.2%
Retention Rates	Adults	85.7%	93.2%
	Dislocated Workers	88.6%	92.4%
	Older Youth	0.0%	100.0%
	Younger Youth	0.0%	75.8%
Average Earnings (Adults/DWs)	Adults	\$15,991	\$19,671
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$19,095	\$20,240
	Older Youth	\$0	\$5,527
Credential/Diploma Rates	Adults	0.0%	53.2%
	Dislocated Workers	0.0%	65.9%
	Older Youth	0.0%	40.0%
	Younger Youth	0.0%	88.6%
Skill Attainment Rate	Younger Youth	0.0%	0.0%
Placement in Employment or Education	Youth (14-21)	70.6%	92.1%
Attainment of Degree or Certificate	Youth (14-21)	74.4%	81.3%
Literacy or Numeracy Gains	Youth (14-21)	51.9%	62.5%
Description of Other State Indicators of Performance WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance			
Employment in Q3	Adults	77.7%	87.1%
	Dislocated Workers	82.1%	83.6%
	Youth	79.4%	92.0%
Median Annualized Earnings	Adults	\$25,482	\$29,963
	Dislocated Workers	\$34,605	\$36,008
	Youth	\$11,307	\$15,405
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	0	15
Federal Performance Measures	0	0	9
State Performance Measures	0	0	6

Table O - Local Performance

Local Area Name	Total Participants Served	Adults	681
Snohomish		Dislocated Workers	985
		Older Youth (19 - 21)	109
		Younger Youth (14 - 18)	359
		ETA Assigned #	Total Exitters
<u>53030</u>		Dislocated Workers	324
		Older Youth (19 - 21)	36
		Younger Youth (14 - 18)	119

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0
	Employers	0.0%	0
Entered Employment Rate	Adults	74.5%	72.2%
	Dislocated Workers	82.7%	84.7%
	Older Youth	0.0%	88.2%
	Younger Youth	0.0%	43.0%
Retention Rate	Adults	83.6%	88.5%
	Dislocated Workers	90.9%	90.1%
	Older Youth	0.0%	85.7%
Average Earnings (Adults/DWs)	Adults	\$15,293	\$15,058
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$22,702	\$20,779
	Older Youth	\$0	\$4,932
Credential/Diploma Rates	Adults	0.0%	51.6%
	Dislocated Workers	0.0%	62.8%
	Older Youth	0.0%	73.7%
	Younger Youth	0.0%	44.1%
Skill Attainment Rate	Younger Youth	0.0%	57.4%
Placement in Employment or Education	Youth (14- 21)	54.5%	48.3%
Attainment of Degree or Certificate	Youth (14- 21)	71.3%	47.0%
Literacy or Numeracy Gains	Youth (14- 21)	56.4%	30.0%
Description of Other State Indicators of Performance WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance			
Employment in Q3	Adults	73.6%	67.8%
	Dislocated Workers	81.0%	76.8%
	Youth	65.7%	83.1%
Median Annualized Earnings	Adults	\$20,038	\$21,856
	Dislocated Workers	\$34,439	\$37,630
	Youth	\$8,776	\$10,116
Overall Status of Local Performance	Not Met	Met	Exceeded
	2	7	6
Federal Performance Measures	2	5	2
State Performance Measures	0	2	4

Table O - Local Performance

Local Area Name	Total Participants Served	Adults	1119
Seattle-King County		Dislocated Workers	1416
		Older Youth (19-21)	269
		Younger Youth (14-18)	644
	ETA Assigned # <u>53025</u>	Total Exiters	Adults
		Dislocated Workers	741
		Older Youth (19-21)	130
		Younger Youth (14-18)	236
Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0	0.0%
	Employers	0	0.0%
Entered Employment Rates	Adults	77.8%	78.2%
	Dislocated Workers	77.0%	85.4%
	Older Youth	0.0%	53.8%
Retention Rates	Adults	88.3%	89.2%
	Dislocated Workers	88.0%	90.3%
	Older Youth	0.0%	78.9%
	Younger Youth	0.0%	72.6%
Average Earnings (Adults/DWs)	Adults	\$15,618	\$14,337
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$22,701	\$23,291
	Older Youth	\$0	\$3,190
Credential/Diploma Rates	Adults	0.0%	63.6%
	Dislocated Workers	0.0%	63.6%
	Older Youth	0.0%	46.4%
	Younger Youth	0.0%	72.9%
Skill Attainment Rate	Younger Youth	0.0%	85.5%
Placement in Employment or Education	Youth (14-21)	71.3%	71.5%
Attainment of Degree or Certificate	Youth (14-21)	74.7%	80.5%
Literacy or Numeracy Gains	Youth (14-21)	39.7%	34.3%
Description of Other State Indicators of Performance WIA Section 136(d)(1) - Insert additional rows if there are more than two additional state indicators of performance			
Employment in Q3	Adults	74.6%	72.9%
	Dislocated Workers	78.9%	80.5%
	Youth	81.5%	79.3%
Median Annualized Earnings	Adults	\$21,937	\$23,987
	Dislocated Workers	\$35,760	\$37,039
	Youth	\$10,232	\$10,543
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	4	11
Federal Performance Measures	0	2	7
State Performance Measures	0	2	4

Table O - Local Performance

Local Area Name	Total Participants Served	Adults	466
Tacoma-Pierce		Dislocated Workers	438
		Older Youth (19 - 21)	172
		Younger Youth (14- 18)	167
	ETA Assigned # <u>53040</u>	Total Exiters	Adults
		Dislocated Workers	206
		Older Youth (19 - 21)	97
		Younger Youth (14- 18)	91
Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0
	Employers	0.0%	0
Entered Employment Rate	Adults	77.9%	82.5%
	Dislocated Workers	85.9%	86.2%
	Older Youth	0.0%	65.2%
Retention Rates	Adults	85.9%	86.4%
	Dislocated Workers	88.2%	90.2%
	Older Youth	0.0%	89.7%
	Younger Youth	0.0%	60.0%
Average Earnings (Adults/DWs)	Adults	\$14,557	\$14,934
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$17,648	\$17,961
	Older Youth	\$0	\$4,901
Credential/Diploma Rate	Adults	0.0%	63.2%
	Dislocated Workers	0.0%	65.6%
	Older Youth	0.0%	43.8%
	Younger Youth		68.3%
Skill Attainment Rate	Youth	0.0%	85.7%
Placement in Employment or Education	Youth (14- 21)	65.8%	69.2%
Attainment of Degree or Certificate	Youth (14- 21)	73.3%	68.8%
Literacy or Numeracy Gains	Youth (14- 21)	40.7%	43.8%
Description of Other State Indicators of Performance WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance			
Employment in Q3	Adults	79.0%	75.2%
	Dislocated Workers	81.6%	82.3%
	Youth	72.0%	78.7%
Median Annualized Earnings	Adults	\$21,991	\$24,367
	Dislocated Workers	\$31,696	\$33,828
	Youth	\$11,281	\$11,622
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	2	13
Federal Performance Measures	0	1	8
State Performance Measures	0	1	5

Table O - Local Performance

Local Area Name	Total Participants Served	Adults	722
Southwest		Dislocated Workers	566
		Older Youth (19-21)	138
		Younger Youth (14-18)	344
		ETA Assigned # <u>53005</u>	Total Exiters
		Dislocated Workers	378
		Older Youth (19-21)	64
		Younger Youth (14-18)	165

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0
	Employers	0.0%	0
Entered Employment Rates	Adults	68.9%	84.9%
	Dislocated Workers	78.0%	82.2%
	Older Youth	0.0%	67.6%
Retention Rates	Adults	82.3%	80.3%
	Dislocated Workers	86.3%	86.6%
	Older Youth	0.0%	71.9%
	Younger Youth	0.0%	67.2%
Average Earnings (Adults/DWs)	Adults	\$12,023	\$13,651
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$15,916	\$18,058
	Older Youth	\$0	\$3,058
Credential/Diploma Rates	Adults	0.0%	53.5%
	Dislocated Workers	0.0%	50.9%
	Older Youth	0.0%	54.9%
	Younger Youth	0.0%	83.2%
Skill Attainment Rate	Younger Youth	0.0%	83.3%
Placement in Employment or Education	Youth (14-21)	67.0%	78.7%
Attainment of Degree or Certificate	Youth (14-21)	79.1%	86.4%
Literacy or Numeracy Gains	Youth (14-21)	59.1%	63.6%
Description of Other State Indicators of Performance WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance			
Employment in Q3	Adults	71.4%	72.7%
	Dislocated Workers	80.5%	79.7%
	Youth	75.6%	82.6%
Median Annualized Earnings	Adults	\$18,911	\$21,027
	Dislocated Workers	\$29,865	\$30,035
	Youth	\$9,978	\$10,480
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	2	13
Federal Performance Measures	0	1	8
State Performance Measures	0	1	5

Table O - Local Performance

Local Area Name	Total Participant Served	Adults	297
North Central		Dislocated Workers	278
ETA Assigned # <u>53045</u>	Total Exiters	Older Youth (19 - 21)	71
		Younger Youth (14 - 18)	180
		Adults	148
		Dislocated Workers	161
		Older Youth (19 - 21)	40
		Younger Youth (14 - 18)	102
		Negotiated Performance	
Reported Information		Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0	0
	Employers	0.0	0
Entered Employment Rates	Adults	80.1%	76.10%
	Dislocated Workers	84.4%	87.80%
	Older Youth	0.0%	73.30%
Retention Rate	Adults	86.2%	88.20%
	Dislocated Workers	85.2%	88.70%
	Older Youth	0.0%	84.20%
	Younger Youth	0.0%	58.40%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$12,732	\$12,662
	Dislocated Workers	\$16,504	\$13,600
Credential/Diploma Rates	Older Youth	\$0	\$6,729
	Adults	0.0	34.2
	Dislocated Workers	0.0	44
	Older Youth	0.0	52.9
	Younger Youth	0.0	74
Skill Attainment Rate	Younger Youth	0.0	0
Placement in Employment or Education	Youth (14-21)	59.3%	57.9%
Attainment of Degree or Certificate	Youth (14-21)	72.1%	75.9%
Literacy or Numeracy Gains	Youth (14-21)	53.4%	60.2%
Description of Other State Indicators of Performance WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance			
Employment in Q3	Adults	77.8%	77.9%
	Dislocated Workers	83.9%	79.3%
	Youth	76.8%	72.8%
Median Annualized Earnings	Adults	\$23,528	\$20,647
	Dislocated Workers	\$29,678	\$21,911
	Youth	\$8,674	\$10,263
Overall Status of Local Performance	Not Met	Met	Exceeded
	1	7	7
Federal Performance Measures	0	4	5
State Performance Measures	1	3	2

Table O - Local Performance

Local Area Name	Total Participants Served	Adults	180
South Central		Dislocated Workers	352
		Older Youth (19-21)	71
		Younger Youth (14-18)	169
	ETA Assigned # <u>53075</u>	Total Exiters	Adults
		Dislocated Workers	191
		Older Youth (19-21)	56
		Younger Youth (14-18)	108

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0
	Employers	0.0%	0
Entered Employment Rates	Adults	80.9%	77.2%
	Dislocated Workers	84.5%	82.6%
	Older Youth	0.0%	63.0%
Retention Rates	Adults	81.2%	79.5%
	Dislocated Workers	88.5%	86.8%
	Older Youth	0.0%	90.5%
	Younger Youth	0.0%	47.0%
Average Earnings (Adults/DWs)	Adults	\$11,601	\$11,121
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$17,026	\$15,874
	Older Youth	\$0	\$5,708
Credential/Diploma Rates	Adults	0.0%	43.3%
	Dislocated Workers	0.0%	63.2%
	Older Youth	0.0%	30.0%
	Younger Youth	0.0%	71.7%
Skill Attainment Rate	Younger Youth	0.0%	28.6%
Placement in Employment or Education	Youth (14-21)	61.2%	62.4%
Attainment of Degree or Certificate	Youth (14-21)	72.1%	66.9%
Literacy or Numeracy Gains	Youth (14-21)	52.5%	75.3%
Description of Other State Indicators of Performance WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance			
Employment in Q3	Adults	77.6%	72.8%
	Dislocated Workers	81.5%	80.8%
	Youth	76.9%	65.0%
Median Annualized Earnings	Adults	\$19,016	\$17,115
	Dislocated Workers	\$29,845	\$28,427
	Youth	\$12,799	\$10,597
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	13	2
Federal Performance Measures	0	7	2
State Performance Measures	0	6	0

Table O - Local Performance

Local Area Name	Total Participants Served	Adults	214
Eastern Washington		Dislocated Workers	137
		Older Youth (19-21)	78
		Younger Youth (14-18)	232
	ETA Assigned # <u>53070</u>	Total Exitters	Adults
		Dislocated Workers	84
		Older Youth (19-21)	41
		Younger Youth (14-18)	105
Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0
	Employers	0.0%	0
Entered Employment Rates	Adults	78.0%	78.3%
	Dislocated Workers	81.5%	80.5%
	Older Youth	0.0%	71.9%
Retention Rates	Adults	85.1%	79.0%
	Dislocated Workers	87.9%	91.7%
	Older Youth	0.0%	83.3%
	Younger Youth	0.0%	56.6%
Average Earnings (Adults/DWs)	Adults	\$12,842	\$12,144
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$19,226	\$17,152
	Older Youth	\$0	\$4,618
Credential/Diploma Rates	Adults	0.0%	52.4%
	Dislocated Workers	0.0%	61.4%
	Older Youth	0.0%	34.3%
	Younger Youth	0.0%	72.0%
Skill Attainment Rate	Younger Youth	0.0%	90.9%
Placement in Employment or Education	Youth (14-21)	66.1%	61.0%
Attainment of Degree or Certificate	Youth (14-21)	75.4%	66.4%
Literacy or Numeracy Gains	Youth (14-21)	50.5%	22.6%
Description of Other State Indicators of Performance WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance			
Employment in Q3	Adults	72.0%	71.7%
	Dislocated Workers	77.4%	87.1%
	Youth	86.2%	82.7%
Median Annualized Earnings	Adults	\$21,129	\$18,111
	Dislocated Workers	\$30,308	\$28,344
	Youth	\$12,219	\$11,956
Overall Status of Local Performance	Not Met	Met	Exceeded
	1	11	3
Federal Performance Measures	1	6	2
State Performance Measures	0	5	1

Table O - Local Performance

Local Area Name	Total Participants Served	Adults	179
Benton-Franklin		Dislocated Workers	269
		Older Youth (19-21)	79
		Younger Youth (14-18)	106
		ETA Assigned # <u>53065</u>	Total Exitters
		Dislocated Workers	127
		Older Youth (19-21)	54
		Younger Youth (14-18)	50

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0.0%	0.00%
	Employers	0.0%	0.00%
Entered Employment Rates	Adults	82.4%	87.50%
	Dislocated Workers	86.5%	86.50%
	Older Youth	0.0%	74.30%
Retention Rates	Adults	83.4%	88.60%
	Dislocated Workers	92.3%	87.30%
	Older Youth	0.0%	78.10%
	Younger Youth	0.0%	65.10%
Average Earnings (Adults/DWs)	Adults	\$14,004	\$10,790
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$19,919	\$18,440
	Older Youth	\$0	\$3,201
Credential/Diploma Rates	Adults	0.0%	47.90%
	Dislocated Workers	0.0%	58.20%
	Older Youth	0.0%	45.90%
	Younger Youth	0.0%	72.10%
Skill Attainment Rate	Younger Youth	0.0%	81.40%
Placement in Employment or Education	Youth (14-21)	68.3%	73.90%
Attainment of Degree or Certificate	Youth (14-21)	76.5%	71.10%
Literacy or Numeracy Gains	Youth (14-21)	49.2%	32.70%
Description of Other State Indicators of Performance WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance			
Employment in Q3	Adults	74.9%	84.5%
	Dislocated Workers	79.1%	84.3%
	Youth	75.5%	83.7%
Median Annualized Earnings	Adults	\$20,100	\$19,993
	Dislocated Workers	\$31,280	\$27,133
	Youth	\$9,130	\$11,678
Overall Status of Local Performance	Not Met	Met	Exceeded
	2	5	8
Federal Performance Measures	2	3	4
State Performance Measures	0	2	4

Table O - Local Performance

Local Area Name	Total Participants Served	Adult	419
Spokane		Dislocated Workers	393
		older Youth (19 - 21)	168
		Younger Youth (14- 18)	187
ETA Assigned # <u>53035</u>	Total Exiters	Adults	279
		Dislocated Workers	220
		older Youth (19 - 21)	106
		Younger Youth (14- 18)	129

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	0	0
	Employers	0	0
Entered Employment Rates	Adults	81.1%	72.7%
	Dislocated Workers	86.9%	86.8%
	Older Youth	0.0%	73.6%
Retention Rates	Adults	84.4%	82.4%
	Dislocated Workers	88.7%	89.2%
	Older Youth	0.0%	84.2%
	Younger Youth	0.0%	60.8%
Average Earnings (Adults/DWs)	Adults	\$14,739	\$16,759
Six Months Earnings Increase (Older Youth)	Dislocated Workers	\$17,699	\$19,974
	Older Youth	\$0	\$5,023
	Adults	0	42.3
Credential/Diploma Rate	Dislocated Workers	0	40.3
	Older Youth	0	29.3
	Younger Youth	0	88.5
Skill Attainment Rate	Younger Youth	0	0
Placement in Employment or Education	Youth (14- 21)	70.1	67.8
Attainment of Degree or Certificate	Youth (14- 21)	73.9	77.1
Literacy or Numeracy Gains	Youth (14- 21)	50.4	48.9
Description of Other State Indicators of Performance WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance			
Employment in Q3	Adults	76.2%	78.0%
	Dislocated Workers	82.2%	84.9%
	Youth	76.7%	78.8%
Median Annualized Earnings	Adults	\$18,847	\$22,290
	Dislocated Workers	\$30,219	\$31,309
	Youth	\$10,499	\$13,267
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	5	10
Federal Performance Measures	0	5	4
State Performance Measures	0	0	6